

## Research Article

# THE ANALYSIS OF ENGAGEMENT IMPACTS FOR VOLUNTEERS ON PERFORMANCE OF DISASTER MANAGEMENT: THE CASE OF MONGOLIA

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### ABSTRACT

Our paper aims to discuss and address the main factors affecting the volunteers' participation and performance in the disaster prevention and mitigation activities. We predicted firstly, knowledge and awareness of the volunteers, secondly, skills of the volunteers, thirdly, experience of the volunteers, to be the main factors affect the participation level and performance during the service. The data were collected from 150 participants who are volunteers, specifically trained for disaster mitigation management by the Mongolian Red Cross Society. We used SMART PLS-3.0 qualitative research software to analyse metrological, correlation, and multi-factor analysis and tried to prove how predicted factors affect the disaster mitigation and management activities by the volunteers. This study is significant in considering both theoretical and practical issues and for practices in Mongolian volunteers. Overall, the results showed that volunteers were mostly had engagement with the factors in this survey. Also, our study discussed the effects of above-mentioned results, the implications for theory and practice along with the limitations of the research and the implications for further research.

**Keywords:** Volunteer, knowledge, skills, experience, performance.

### INTRODUCTION

Many non-profit organizations (NPOs) are highly dependent on volunteers to achieve their mission, and while volunteers tend to be motivated by altruistic reasons, performance management (PM) likely plays a key role in facilitating their commitment and directing their efforts to achieving their goals. Volunteers' performance is very important in the disaster management. With all the great hosts and types of volunteer work around the world, people convinced you could easily spend several years working as a volunteer abroad. The United States has long been known for its rich tradition of community service. Nearly two centuries ago, Alexis de Tocqueville (1990) commented on the American tendency to create or join voluntary associations in huge numbers and to invest their abundant energies in civic service. The United States continues to lead other Western countries in volunteer service, with American adults more than twice as likely as German and French adults to have contributed time and energy to community work in the past year (Ladd 1999; Putnam 2000). Moreover, according to several national surveys, participation in volunteer work has been increasing in the past few years, despite recent alarms raised about American withdrawal from civic engagement more generally in Mongolia. Thus, given these trends, social scientists' interests in the determinants and consequences of volunteer participation have increased over pandemic time.

### CONCEPTUAL FRAMEWORK

#### Knowledge and performance

Knowledge is an awareness of factual information. Includes actual knowledge (positive or definite), personal knowledge (based on one's own observation), and constructive knowledge (based on other circumstances). Lopez *et al.*, (2004) argued that knowledge

management and learning go hand in hand in organizations (Singh, 2008). Knowledge management is a circle process that facilitates knowledge sharing and establishes learning as directly process within an organization. Systematic literature review in knowledge management and employee performance, in general, has been rapidly performed during the last decade. Park and Rho (2015) investigated knowledge sharing role between organizational social factors and performance. Barrett (2015) investigates need for change in the form of the performance appraisal evaluation process in order to specifically focus on the human capital's contributions to their respective organization's knowledge management efforts. Shamshiri *et al.*, (2014) Investigated the use of knowledge management is considered as a strategic and important asset. According to the literature review, we were hypothesized as below:

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**H1. Volunteers' knowledge will positive related on performance.**

#### Professional skills and performance

It is more popular to assume that there is a link between skill and performance. Indeed, much of the activity and interest in this area is predicated on the existence of such a link and the likelihood, in the words of title of the Leitch Report (Leitch 2006), that prosperity for all will come from world-class skills. Both performance and skills are difficult to define, evaluate and measure, and for both, the proxies deployed are not always reasonable signifiers for the skills or performance they are intended to represent. Skill has a number of different dimensions ranging from the personal elements of expertise, education, cognitive abilities, competence and experience; skill in the job where work enables or constrains skilful action; to skill in the social setting (Cockburn 1983; Spenner 1990; Vallas 1990). Defining performance is just as complex as defining skill. The level of analysis, the stakeholder or stakeholders privileged, and the timescales considered important can all support very different understandings of performance, not all of which will slot readily into one another. One of the most fundamental issues is the level at which performance is

defined and good performance sought. 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). According to the literature review, we were hypothesized as below:

**H2. Volunteers' professional skills will positive related on performance.**

**Experience and work performance**

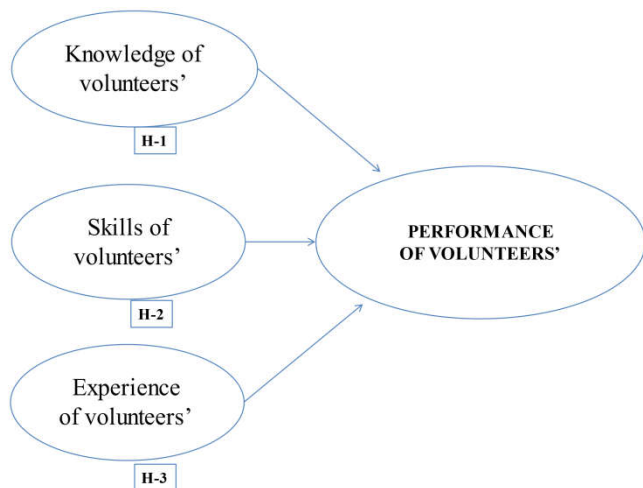
Work experience is an assessment about how long time or work period a person to be able to understand work task and have carried out their work properly. Experience is perhaps one of the most commonly encountered concepts in personnel research and practice. Work experience is relevant for many human resource functions such as selection (e.g., Ash & Levine, 1985), training (e.g., Ford, Quinones, Seago, & Sorra, 1992), and career development (e.g., Campion, Cheraskin, & Stevens, 1994; McCall, Lombardo, and Morrison, 1988).

Work experience has been described as one of the most frequently used assessment methods for evaluating applicant eligibility for employment (Levine & Flory, 1975). Organizations seek employees whose prior work experience matches the current needs of the organization with the expectation that the experience will help them produce quicker (Rynes *et al.*, 1997). Work experience has been defined as the length of experience in a given occupation (McDaniel *et al.*, 1988). It has also been defined as "events that are experienced by an individual that relate to the performance of some job"(Quinones *et al.*, 1995). The same researchers further defined the term as either the number of months spent in a particular job, or the number of times a particular task has been performed (Quinones *et al.*, 1995). Given the importance of work experience for human resource practice and research, it is not surprising that a fair amount of research has examined the concept and its relationship with important outcomes such as job performance. According to the literature review, we were hypothesized as below:

**H3. Experience positive will related on work performance.**

We explained how volunteers' knowledge, professional skills, experience related with volunteers' performance in Mongolian disaster management agency. The conceptual model of factors on managerial leadership is drawn in Figure 2.1.

**Figure 1. The conceptual model on performance**



**RESEARCH METHODOLOGY**

The purpose of our study is to find out the variables of results on volunteers' performance and engagement. Our study includes two kinds of problems in terms of theoretical and practical frameworks. The first, in theoretical frameworks, we attended performance theory. Second, from the practical experiences deemed attention in a fiscal year in 2021-2022. In our study, Likert scales were easy to use for analysing in our study.

**Table 1. The result each item of construct**

Factor	item	Results of item	Average variance Extracted	Composite Reliability	Cronbach' salpha
Knowledge of volunteers'	know-1	0.832	0.930	0.942	0.672
	know-2	0.824			
	know-3	0.774			
	know-4	0.838			
	know-5	0.803			
	know-6	0.844			
	know-7	0.745			
	know-8	0.888			
Skills of volunteers'	skills-1	0.778	0.931	0.942	0.618
	skills-2	0.831			
	skills-3	0.817			
	skills-4	0.660			
	skills-5	0.824			
	skills-6	0.768			
	skills-7	0.760			
	skills-8	0.802			
	skills-9	0.793			
	skills-10	0.813			
Experience of volunteers'	exper-1	0.766	0.927	0.939	0.584
	exper-2	0.838			
	exper-3	0.809			
	exper-4	0.779			
	exper-5	0.834			
	exper-6	0.807			
	exper-7	0.786			
	exper-8	0.663			
	exper-9	0.771			
	exper-10	0.629			
	exper-11	0.693			
Performance Of Volunteers' Engagement	ENGA-1	0.633	0.922	0.934	0.566
	ENGA-2	0.751			
	ENGA-3	0.758			
	ENGA-4	0.747			
	ENGA-5	0.799			
	ENGA-6	0.780			
	ENGA-7	0.700			
	ENGA-8	0.598			
	ENGA-9	0.828			
	ENGA-10	0.829			

Тайлбар: know-Knowledge of volunteers', skills-Skills of volunteers', exper-Experience of volunteers', Enga-PERFORMANCE OF VOLUNTEERS' ENGAGEMENT

In the table 1, in the items for each construct of knowledge of volunteers for 8 items measuring ranged from 0.745-0.888, in the items for each construct of skills of volunteers for 10 items measuring ranged from 0.660-0.817, in the items for each construct of experience of volunteers for 11 items measuring ranged from 0.629-0.637, in the items for each construct of performance of volunteers' engagement for 10 items measuring ranged from 0.598-0.829. The Cronbach-alpha value of the volunteers' knowledge was 0.930, which showed that the hidden variables were very well correlated. The value of the combined reliability of the hidden variables in the volunteer knowledge is 0.942, which is a very good indicator of the reliability

between the variables. The mean variance is 0.672, indicating that the volunteer knowledge is good. The Cronbach-alpha value was 0.931 as correlation between 10 items volunteer skill variables, indicating that the hidden variables were very well correlated, the complex reliability value was 0.942, the correlation between the variables was very good, and the mean fluctuation value was 0.618. The Cronbach-alpha value was 0.927, correlation between 11 items in volunteer work experience which showed that the hidden variables were very well correlated, and the complex reliability value was 0.939. It can be concluded that the experience is good. The Cronbach-alpha value was 0.922, correlation between volunteer participation and 10 items performance variables which showed that the hidden variables were very well correlated, the complex reliability value was 0.934, the correlation between the variables was very good, and the mean fluctuation was 0.566., it can be concluded that the work performance is good. The latent variables used in the study, most of the results were satisfactory compared to studies involving similar variables by international scientists. However, these indicators do not reach 0.7, which means that volunteer participation and performance are insufficient. Therefore, it is necessary to pay more attention to the indicators that reflect the content of these variables.

**Table 2. Estimated Path Coefficients of performance**

Hypothesis	Mean	Standard Deviation	T Statistic	P Value	Results
H1. Volunteers' knowledge will positive related on performance.	0.782	0.161	4.737	0.000	Supported
H2. Volunteers' professional skills will positive related on performance.	-0.234	0.123	2.028	0.043	Supported
H3. Experience positive will related on work performance.	0.264	0.201	1.432	0.153	Non-supported

In the table 2, The path analysis showed that as below:

The volunteers' knowledge value was 0.763, the mean value was 0.782, the standard deviation was 0.161, the T statistical value was 4.737, and the P value was 0.000. As for the hypothesis that volunteers' professional skills affect volunteer participation and performance, the original value was -0.249, the mean value was -0.234, the standard deviation was 0.123, the T statistical value was 2.028, and the P value was 0.043. As experience volunteers' work will affect volunteer participation and work performance, the original value was 0.287, the mean value was 0.264, the standard deviation was 0.201, the T statistical value was 1.432, and the P value was 0.153. In summarizing the results of the research path analysis, the knowledge and skills of the volunteers had a positive impact on the volunteer's participation and performance. Volunteer work experience has had a negative impact on volunteer participation and performance. Therefore, in order to improve the volunteer work experience, it is necessary to pay attention to the study of modern communication and information technology, retraining and specialization training, and volunteer incentives and discounts, which have low values of hidden variables.

**CONCLUSION**

Last decades, there are many scholars globally studying the relationship between knowledge management, managerial skill as a soft skills, attitude, ethics and training experience on performance. To increase the satisfaction of volunteers with their work by studying the

knowledge, skills, experience, participation and factors influencing the performance of volunteers, to train them in modern communication and information technology, to create an environment, to improve their conversion skills, to retrain and specialize. The results of the study show that there is a need to pay attention to their incentives, benefits and social issues. Based on our study of the nature and principles of volunteerism, we aim to provide researchers with a more detailed study of the factors influencing volunteerism, how volunteerism meets current disaster management policies, and international and regional volunteerism. We believe that volunteering is important for the successful implementation of local and national goals.

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