

## Research Article

# THE IMPACTS OF SKILL VARIETY, TASK SIGNIFICANCE, AUTONOMY, JUSTICE, ETHIC ON PUBLIC SERVICE PERFORMANCE: THE CASE OF MONGOLIA

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### ABSTRACT

The aim of this study to analyze the impact of skill variety, task significance, autonomy, justice, ethic on public service performance in the context of Mongolian public organizations and compare some impacts of public service performance with Korean case. It used data(n=1,500) from the 2011 Public Service Panel Survey conducted by the Korea Institute of Public Administration. The test results show that only three out office core job characteristics — skill variety, task significance, and feedback positively associated with public service performance and that public service performance and economic compensation, except job security, are related to work performance in Korean government organizations (SangmookKim, 2016). We used some questionnaire and compared some important reason to become a civil servant from above article in our study. Public service performance is complex and multidimensional. Thus, we interested this topic in here. In our study of many others, we analyzed five hypotheses, and one of them had a positive relationship and four of them had a negative relationship with considered impacts. The result of data determined through online in first and second quarter 2022 and estimated by SMART PLS-3.0 and SPSS-25.0 a qualitative research program.

**Keywords:** skill variety, task significance, autonomy, justice, ethic, public service performance /PSP/

### INTRODUCTION

Public service performance of organizational activity is very important. Tumennast M and Bayasgalan Ts (2022) studied and argued that the definition of job performance varies from country to country, but there are still challenges in terms of objectivity and fairness. 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. This will provide the organization with real-time information about the performance of the work, as well as reward the employee, provide training or correction, and provide the necessary equipment (Tumennast M.Bayasgalan.Ts., 2022). Behn, Bird, (2003, 2005) who argue the necessity of performance measurement in the public sector. Bird et al. (2005, p. 2) suggests that there are three main reasons for measuring the performance of public services: to see what works, to identify the functional competence, to support public accountability. Behn (2003, p. 588) suggests eight reasons for the measurement of performance in public sector: to evaluate how well is the government agency performing; to control how can public managers steer their subordinates in the right direction so as to ensure excellent performance; to budget the programs, people or projects for which the government should spend the public money; to motivate, namely how can public managers motivate line staff, middle managers, nonprofit and for-profit collaborators, stakeholders and citizens to do the things necessary in view to improve performance; to promote, namely how can public managers convince political superiors, legislators, stakeholders, journalists and citizens that their agency is doing a good job; to celebrate what accomplishments are worthy for the important organizational ritual of celebrating success; to learn why is something working, or not working; to improve, in other words what

exactly should be done differently to improve performance. The different interests of various stakeholder groups therefore influence the conceptualization and measurement of performance of public services (MateiLucica, 2016).Heffron (1989) grounds a more comprising concept on the performance of the public sector, by grouping 35 criteria in five approaches, from the point of view of objectives, human resources, internal processes, systems and policies (MateiLucica, 2016).

### THE BASIC THEORITICAL FRAMEWORK OF CONCEPTUAL FRAMEWORK

Armstrong(2005) argued that the effects of accountability, transparency, and integrity, leading to corruption and misconduct of public officers. It is furthered that lack of public trust endangers any political stability, just as corruption is a constant challenge in achieving any objectives of a state (Armstrong, 2005). Abdul Kahar (2018) studied that capacity-building, controlling corruption, and political decentralization or devolution are being battled with African governments because Public Service Reform in developing countries are entirely unrelated to the New Public Management systems introduced by the advanced countries (Abdul-Kahar, 2018). According to Abdelfatah Ibrahim (2012) investigated in the 1980s, developing countries recognized that continued weak economic performance and a lack of development were due to over-reliance on their governments to undertake activities that did not match their capabilities. Moreover, these governments were characterized by the prevalence of different forms of corruption, nepotism, and bureaucracy. International donors recommended the introduction of economic and political reforms in developing countries with the aim of promoting decentralization and eliminating bureaucracy, and also encouraging private sector growth through public private partnership schemes, privatization and market-orientation in order to improve the economic performance and alleviate poverty (IbrahimAbdelfatah,

2012) Dominique E. Uwizeyimana and Kealeboga J. Maphunye (2014) that the over dominance of the Western public administration systems of New Public Management and governance models inherited through colonialism undermines Africans success in the practice of democracy. These points to the facts that Ghana for that matter Africa may not need to practice the same Public Administrative systems as the western world but to create their own way of Public Administration in accordance with their culture and traditions (MaphunyeDominique, 2014). Matei *et al.*, (2016), the public services must always respond to important requirements and the needs concerning the higher level of citizens' satisfaction of a nation. The New Public Management, New Public Administration and New Public Governance are newly terminologies been introduced by scope to avert the poor delivery of the original Public Administration been the subject matter of this research (Abdul-Kahar, 2018).

### Skills and public service performance

There many scholars studied between skill and job performance. Ahmed, (1998), Eastman, Eastman, & Tolson (2001), Hsieh, Hsieh, & Wang (2011) defined that however, personality traits may also be key indicators of other facets of an individual's life, including innovativeness (Imran, 2019). Petr Smutny *et al* (2016), argued that five managerial skills were measured in their study: organizational skills, motivational skills, communication skills, evaluation and supervisory skills and cooperativeness (Smuthy, 2012) Irena Grugulis, Dimitrinka Stoyanova (2011), highlighted the problems involved in capturing, measuring, and linking 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. According to the literature review, we were hypothesized as below:

**H1. Skill will have a positive impact on work performance.**

### Tasks and public service performance

The definition of the term task leads to serious sometimes that ambiguities in the understanding of multitasking behavior. Task is an important concept in psychology and action science. However, despite a growing body of literature addressing opportunities and limits of human dual- or multitasking, the term task is still poorly defined. More than 20 years ago, Rogers & Monsell (1995, p. 208) acknowledged "that it is difficult to define with precision, even in the restricted context of discrete reaction tasks, what constitutes a 'task' (Rogers, 1995). Schneider and Logan (2014) stated that this plea for a definition has largely been ignored since then. In the following, we argue that a definition of the term task is required to constrain the scope of multitasking research, to clarify how many tasks a person performs, and to broaden our understanding of interference between tasks. Keele (2003) studied that the human cognitive system is adept at integrating related information. The consideration of task integration is important when analyzing multitasking behavior because task integration could turn a seeming dual task into a single task. In implicit learning task integration refers to the concept of an old evolutionary system that binds information that covaries in the world, which has often been demonstrated in serial-reaction time studies with a covarying secondary task (Keele, 2003). According to the literature review, we were hypothesized as below:

**H2. Task will have a positive impact on work performance.**

### Autonomy and public service performance

Tabiu Abubakar (2019), examined the mediating role of public service motivation on the relationship between job autonomy, communication

practices and employee task and contextual performance. The participants were 288 senior staff of local governments in north-western part of Nigeria. The findings suggested that both job autonomy and communication practices predicted employee task and contextual performance. It was also found that public service motivation is an important mechanism (mediator) in the relationship (Abubakar, 2019). Saifaddin Ksohnaw and Hamed Alavi (2020), studied and compared job autonomy such as Langfred and Moye (2004) "Task autonomy is defined as the degree to which an individual is given substantial freedom, independence, and discretion in carrying out a task, such as scheduling work and determining procedures to follow". Wu *et al.*, (2015), "Autonomy gives individuals the opportunity to regulate their feelings and behaviors to pursue goals based on their personal values." (Alavi, 2020). According to the literature review, we were hypothesized as below:

**H3. Autonomy will have a positive impact on work performance.**

### Justice and public service performance

Ari Warokka, Cristina G. Gallato and Thamendren Moorthy (2012) aimed at extending the literature of the effect of performance appraisal on productivity and employees by connecting the employees' perception on fair performance appraisal and organizational justice-considered practices to job satisfaction and work performance. Employees are more concerned on interaction during and after the evaluation process. They are keen on knowing how they have been evaluated and what the feedback of their superior is after the performance appraisal process. It provides strong support for the relationship between employee perception of organizational justice in performance appraisal system and work performance. Their prior studies also revealed that the employees' perception on each component of organizational justice influenced their work performance, especially when they were under the performance appraisal process (Ari WarokkaCristina, 2012). Faruk Kalay, Ban Turkey (2016) studied that to analyze the impacts of three aspects of organizational justice, namely, distributive justice, procedural justice and interactional justice, on the task performance of employees in the context of Turkey. The study was conducted based on data collected from 942 teachers working in public schools in three Turkish metropolitan cities. The hypotheses were tested using partial least squares structural equation modeling (PLS-SEM) techniques (Faruk KalayBan, 2016). According to the literature review, we were hypothesized as below:

**H4. Justice will have a positive impact on work performance.**

### Ethic and public service performance

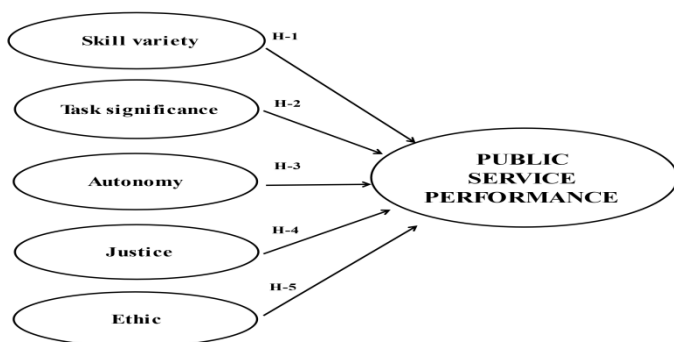
We argue that code of conducts and ethics are one of the most critical issues in business and specifically in management such as social sciences. Organizational good ethical culture will provide direction and guidance in various areas in order to build united, harmonious and ethical employees and teamwork. Mohd Nur Ruzainy Alwi, Shahrul NizamSalahudin and Siti Sarah Baharuddin (2016) studied that the relationship between work ethics and job performance. A structural model was constructed to test the effects of work ethics on job performance. Their study found that the structural model is acceptable in terms of validity and reliability, and thus, can be used to measure the relationship between the two variables. The study also found that work ethics affects job performance significantly. It highlights the importance of work ethics in improving job performance (Alwi, 2016). Mohammad T. Bataineh (2020) explored work ethics (through work ethics elements: integrity,

responsibility, equality and self-discipline) effects on employee's job performance in Small and medium-sized enterprises in Al-Hassan Industrial Estate. A survey was conducted on 257 employees in Small and medium-sized enterprises in Al-Hassan Industrial Estate. Hierarchical regression was used to model the effect of work ethics on employee's job performance. The work ethics elements are integrity, responsibility, equality and self-discipline. The results show that work ethics is improved employee's job performance in Small and medium-sized enterprises in Al-Hassan Industrial Estate. Moreover, the elements of work ethics (integrity, responsibility, equality and self-discipline) also improved employee's job performance (BatainehMohammad, 2020). According to the literature review, we were hypothesizedas below:

**H5. Ethic will have a positive impact on work performance.**

Our study explains how the factors such as skill variety, task significance, autonomy, justice, ethic highly received a highly satisfactory rating on public service performance. The conceptual model of factors on public service performance is drawn in Figure 1.

**Figure 1. Conceptual model of factors on Public Service Performance**



**RESEARCH METHODOLOGY:**

**Data collection and questionnaire design**

Our study is an empirical research. The purpose of causal research is to find out the variables that might establish the cause-and effect relationships between the variables causing particular actions and responses. In our study, SPSS and SmartPLS-3.0 were chosen for their simplicity and completeness. Bayasgalan Tsogtsuren and et al., (2022) studied their study was based on a descriptive methodology. Our study conducted to analyze all the related factors in the study based on R square, Cronbach's Alpha value, Composite reliability, Average variance extracted and path analysis. First, it is focusing on a qualitative analysis, and the boundaries of multidimensional description and explanation overlap in this study. Second, Cronbach Alpha was used in this study. The Cronbach's alpha (or coefficient alpha) meaning is a measure of reliability, a set of items that are measuring scale reliability of the study as a group. Cronbach (1946) identified that in Cronbach's Alpha reliability analysis, the closer Cronbach's Alpha from 0.01 to 1.0, the higher the internal consistency reliability (Cronbach, 1946). Third, The Pearson correlation coefficient is used in this study. Finally, we examined Multiple Regression Analysis which, among the four dimensions in independent variables, was the most important in explaining the relationship with Smart PLS-3.0 software(Bayasgalan TsogtsurenOdongerel, 2022). We tried to collect the general information such as which are more important factors when choosing a job in the Mongolian government sector. Also, we compared some issues between Mongolian and Korean public sectors' civil servants. There were more than 30.0%already selection for motevated civil servant in Mongolian case. Even so, less that 30.0%already selection for motevated civil servant in Korean case in our studyin Table 1.

**Table 1. The comparison between Mongolian and Korean case/Job selection motivates of civil servant/**

What was the most important reason for you to become a civil servant?	Korean civil servants				What was the most important reason for you to become a civil servant?	Mongolian civil servants
	2004	2007	2010	2013		
Job security /sustainable/	31.6%	32.7%	33.7%	31.3%	Job security /sustainable/	30.2%
Economically stable life	10.1%	17.8%	19.3%	19.6%	Economically stable life	22.7%
Attractive role and a sense of mission in public service	14.8%	19.0%	17.2%	18.6%	Parents or relatives' advice/suggestion	38.7%
Power and influence	2.0%	2.7%	11.7%	1.6%	Power and influence	36.2%
Parents or relatives' advice/suggestion	13.0%	10.6%	9.4%	11.2%	Others such as Merit principle, social welfare, time management, social reputation, and recognition	34.5%
Fair public personnel system	11.0%	5.9%	4.7%	5.7%		
Good social reputation and recognition	4.5%	8.6%	2.2%	8.3%		

**Noted: Results of study**

It shows the list of itens for each construct of public service performance employees' the results of the partial least squares methods as below in Table 2:

We used some abbreviation our study as Composite reliability /CR/, Average Variance Extracted /AVE/ as below:

The construct of skill variety of 5 items measuring ranged from 0.617-0.812, Cronbach's alpha of 0.693, Rho\_A of 0.694, /CR/ of 0.798 and /AVE/ was 0.442.

The construct of task significance of 5 items measuring ranged from 0.747-0.864, Cronbach's alpha of 0.848, Rho\_A of 0.858, CR of 0.892 and AVE was 0.623.

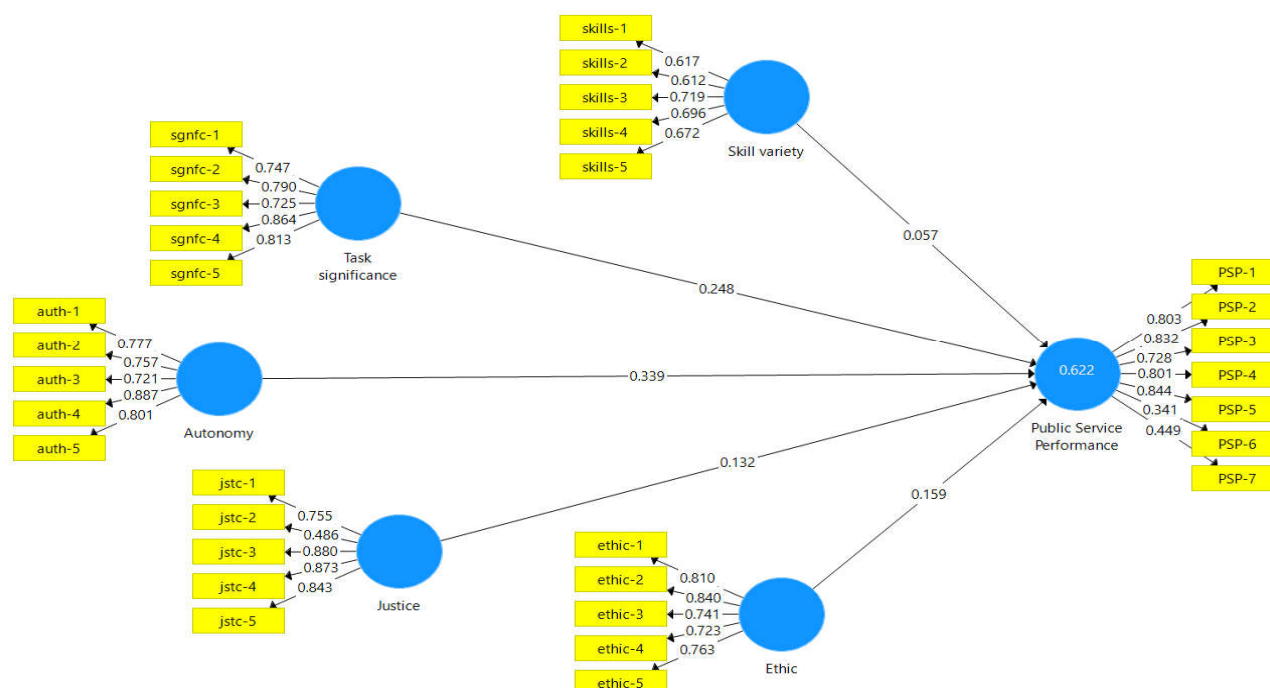
The construct of autonomy of 5 items measuring ranged from 0.721-0.887, Cronbach's alpha of 0.850, Rho\_A of 0.862, CR of 0.892 and AVE was 0.625. The construct of justice of 5 items measuring ranged from 0.486-0.873, Cronbach's alpha of 0.880, Rho\_A of 0.875, CR of 0.883 and AVE was 0.611. The construct of ethic of 5 items measuring ranged from 0.723-0.840, Cronbach's alpha of 0.838, Rho\_A of 0.859, CR of 0.883 and AVE was 0.603. The construct of jpublic service performance of 7 items measuring ranged from 0.341-0.801, Cronbach's alpha of 0.838, Rho\_A of 0.881, CR of 0.863 and AVE was 0.506 in Table 2.

Table-2. The list of items for each Construct of PSP's employees

Factor	item	Results of item	Cronbach's alpha	Rho A	CR	AVE
Skill variety	skills-1	0.617	0.693	0.694	0.798	0.442
	skills-2	0.812				
	skills-3	0.719				
	skills-4	0.696				
	skills-5	0.672				
Task significance	sgnfc-1	0.747	0.848	0.858	0.892	0.623
	sgnfc-2	0.790				
	sgnfc-3	0.725				
	sgnfc-4	0.864				
	sgnfc-5	0.813				
Autonomy	auth-1	0.777	0.850	0.862	0.892	0.625
	auth-2	0.757				
	auth-3	0.721				
	auth-4	0.887				
	auth-5	0.801				
Justice	jstc-1	0.755	0.880	0.875	0.883	0.611
	jstc-2	0.486				
	jstc-3	0.880				
	jstc-4	0.873				
	jstc-5	0.843				
Ethic	ethic-1	0.810	0.838	0.859	0.883	0.603
	ethic-1	0.840				
	ethic-1	0.741				
	ethic-1	0.723				
	ethic-1	0.763				
Public service performance	PSP-1	0.803	0.838	0.881	0.863	0.506
	PSP-2	0.832				
	PSP-3	0.728				
	PSP-4	0.801				
	PSP-5	0.844				
	PSP-6	0.341				
	PSP-7	0.449				

Noted: skills- skill variety, sgnfc-task significance, auth-autonomy, jstc-justice, ethic-ethic, PSP-public service performance

Figure 2. The result of Structure analysis of Public Service Performance (algorithm)



Noted: skills- skill variety, sgnfc-task significance, auth-autonomy, jstc-justice, ethic-ethic, PSP-public service performance

In table 3, Hypothesis 1 such as skill variety have positive no related on public service performance (mean 0.078), (Standard deviation 0.116), (T statistic 0.499) and (P value 0.618). Hypothesis 2 such as task significance have positive no related on public service performance (mean 0.218), (Standard deviation 0.172), (T statistic 1.441) and (P value 0.150). Hypothesis 3 such as autonomy have positive impacted on public service performance (mean 0.325), (Standard deviation 0.160), (T statistic 2.115) and (P value 0.035). Hypothesis 4 such as justice have positive no related on public service performance (mean 0.131), (Standard deviation 0.178), (T statistic 0.744) and (P value 0.457). Hypothesis 5 such as ethic have positive no related on public service performance (mean 0.205), (Standard deviation 0.149), (T statistic 1.065) and (P value 0.287).

**Table-3. The list of items for each Construct of PSP's employees**

Hypothesis	Mean	Standard deviation	T Statistic	P value	Remarks
H1. Skill variety will positive impactd on PSP	0.078	0.116	0.499	0.618	No supported
H2. Task significance will positive impactd on PSP	0.218	0.172	1.441	0.150	No supported
H3. Autonomy will positive impactd on PSP	0.325	0.160	2.115	0.035	Supported
H4. Justice will positive impactd on PSP	0.131	0.178	0.744	0.457	No supported
H5. Ethic will positive impactd on PSP.	0.205	0.149	1.065	0.287	No supported

**Noted:** Results of study

## CONCLUSION

Our study focuses between skill variety, task significance, autonomy, justice and ethic on the public service performance in Mongolian case. We collected data delivered an online-form- questionnaire with an official inquiry that requested quantitative and qualitative surveys. Our study estimated and analysed the first and second quarter season on this fiscal year. The contributions of the present study are that it clarifies the effects on public service performance in the Mongolian civil servants' performance simultaneously. Also, we compared some issues as most important reason for you to become a civil servant between Korean and Mongolian case in our study.

There are limitations of our study such as the questionnaire was collected from the civil servants who work in many governmental organizations and focused only on Mongolian public sectors. We are recommending our study as below:

1. To study annual result in the next study.
2. To study and compare with other study and other country's public service performance of employees
3. To study and compare with Asian and European case of the public service performance in the future.

Finally, we will study our next study, need to correlation leadership with performance management, correlation satisfaction with performance management, correlation behavior with performance and etc.

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