

The Impacts of Professional Skills, Attitude, Time Management and Work Experience on Job Performance: The Case of Mongolia

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ABSTRACT

The aim of this study is to analyze the requirements for the impacts of professional skills, professional attitude, work experience on job performance in entrepreneurships. There are many scholars studied the relationship factors on performance management in the world, but there are lack of study our topic in Mongolian private sector such as entrepreneurships. Thus, we interested this topic in here. Performance management, job performance are involve 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. We collected from 146 employees who work in entrepreneur of Mongolia. The result of data determined through online in first quarter 2022. Our study from many others is we analyzed 4 hypotheses, one of them had a positive relationship with considered impacts. On the other hand, three hypotheses could not have positive relationship on considered impacts. Data was estimated by SPSS 21 and Smart PLS 2.0 statistic programs.

Keywords: professional skills, attitudes, experience, job performance

INTRODUCTION

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. According to Murphy (1989), job performance can be defined as "the set of behaviors that are relevant to the goals of the organization or the organizational unit in which a person works." Borman and Motowidlo (1993) divided performance into task and contextual performance (Bayasgalan, 2015).

Task performance was defined as the effectiveness with which job incumbents perform activities that contribute to the organization's technical core (Borman and Motowidlo, 1997). Contextual performance was defined as performance that is not formally required as part of the job, but that helps shape the social and psychological context of the organization (Borman and Motowidlo, 1993).

According to Gibson (2006), performance is the result of work related to organizational goals, efficiency, and performance of other performance effectiveness. Meanwhile, according to Ilyas (2010), performance is the appearance of the work of personnel and within an organization. According to Simanjuntak (2014) who put forward the performance is the level of achievement of results on the implementation of certain tasks (Wahyudi, 2018).

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).

A research and experienced practitioners have identified several characteristics that are prerequisites for effective performance management systems, there are also many decisions that need to be made to design a system ideally suited for a given organization's needs. One such decision is what purpose(s) the system will serve. For instance, performance management systems can support pay decisions, promotion decisions, employee development and reductions in force. A performance management system that attempts to achieve too many objectives is likely to die of its own lack of focus and weight. There is no one type of system or set of objectives that is best suited for all organizations. The purposes for a given performance management system should be determined by considering business needs, organizational culture, and the system's integration with other human resource management systems (PulakosElaine, 2004).

Job performance of organization is very important. The super objective of all organizations is to improve their performance. 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. 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. Researchers agree that performance has to be considered as a multi-dimensional concept. On the most basic level one can distinguish between a process aspect (i.e., behavioral) and an outcome aspect of performance (Borman and Motowidlo, 1993; Oppler, and Sager, 1993; Roe, 1999). Сүүлийн хэдэн арван жилийн хугацаанд ажлын гүйцэтгэлийн янз бүрийн хэмжүүрүүдийг ашигласан (Campbell et al., 1990; Viswesvaran et al., 1996).

CONCEPTUAL FRAMEWORK

Professional skills and job performance

Today, many organizations are using competency models as a basis for their performance management systems. Competency models articulate the knowledge, skills, abilities and other characteristics that are deemed to be most instrumental for achieving positive organizational outcomes. Job analysis techniques, such as job observations, interviews, focus groups and surveys, are used to identify key competencies and associated critical work behaviors. An

effective process for identifying and defining competencies is discussed in Jeffery Schippmann's (1999) book on strategic job modeling. Some competency models and performance standards are developed at the organizational level to apply to all jobs. The unique technical aspects of different jobs can be represented in a more generally defined technical competency, where the behavioral standards may reflect keeping current in technical field, applying technical knowledge and skill effectively, and so forth. (PulakosElaine, 2004).

Performance skills refer to "goal-directed actions that are observable as small units of engagement in daily life occupations," such as motor skills, process skills, and social interaction skills (AOTA, 2014, p.8) Performance skills are produced by the effective use of body functions and structures within the environment. For example, an individual uses strength and range of motion in order to achieve the fine motor coordination necessary to manipulate a pencil when writing a sentence.

Jose G Varga-Hernandez (2017), studied small business employees' skills. The purpose of thier study nvestigation is to determinate the level of productivity of the small business in function of their managerial skills (Vargas-Hernández, 2017). Today, personal, interpersonal and managerial skills are gaining increasing importance in small business companies and organizations everywhere. According to the literature review, we were hypothesized as below:

H1. Professional skills will have a positive relate on job performance

Time management and job performance

Time management as a behaviour aims to achieve the economical use of time and should be related to certain purposeful activities. This definition highlights that the use of time is not an aim in itself, and cannot be pursued as a sole factor. Most targets are on some purposeful activity, like performing a small task or a tutorial duty that is assigned in way which means an economical use of time (Claessens & Eerde, 2007). Claessens (2004) defined time management as behaviours that aim at achieving a cost-effective and effective use of time, and he added that these behaviours have three major components (Abdullah N. Abduljabbr, 2012).

The time management practices would then influence key job performance outcomes. to investigate the impact of time management practices on organisational performance of non-governmental organisations and was indeed a linkage between time management behaviours and organisational performance. Time management is necessary for any organisation to carry out its operations effectively. Improved operational efficiency through time management contributes to organisational success. Studies have empirically demonstrated the relationship between time management practices and organisational performance (Claessens et al., 2007; Miqdadi et al., 2014; Njagi and Malel, 2012; Nonis et al., 2011).

Time management helps improve employees productivity, makes jobs easier, employees will perform tasks efficiently, helps employees attain the necessary tasks and finally to record and guide the organizations toward achieving its goals. The results of their study have theoretical implications for understanding how job performance relates to time management. Effective time management is clearly a factor in job performance (Barling, Cheung, & Kelloway, 1996; Macan, Shahani, Dipboye, & Phillips, 1990), and thus can contribute to an organization's profitability (Abdullah N. Abduljabbr, 2012).

Empirical findings suggest that positive time management practices are associated with self-evaluations of academic performance (Macan et al., 1990), objective grade point average (Britton & Tesser, 1991), job satisfaction (Landy, Rastegary, Thayer, & Colvin, 1991), and self-perceived organizational performance (Lim & Seers, 1993). However, there are also data suggesting that time management behaviors may have little effect on objectively measured job performance (Macan, 1994). One explanation for these inconsistent findings is the focus on the main predictive effects of time management behaviors. Previous investigations have consistently assessed the direct or indirect effects of time management on job performance (Macan, 1994). In contrast, we suggest that factors of time management may interact with job performance (Britton & Glynn, 1989). Engaging in time management behaviors may be viewed as an individual difference in skills and is unlikely to be reflected in a direct increase in performance for all individuals. Rather, increasing time management behaviors is likely to enhance the effectiveness of motivated employees and have little consequence for employees who are not motivated to perform (Abdullah N. Abduljabbr, 2012).

Time management practices are however, influenced by culture (Macan et al., 1990; Nonis and Sager, 2003). As such, different cultural settings could influence organizational time management practices which would then influence the overall organizational performance. As a result, the findings on the relationship that exists between time management practices and job or firm performance could be contextual, and therefore, not generalizable (Hamad, 2019). The findings of the study reveal that there is a positive relationship between the organizational performance and effective time management (Cross Ogohi Daniel, 2020). According to the literature review, we were hypothesized as below:

H2. Time management will have a positive relate on job performance

Attitudes and job performance

An attitude is a psychological state of mind. It is the way a person thinks about situations, and it ultimately determines a person's behavior. In the workplace, employees can have either a positive or negative attitude about specific work tasks, products or services, co-workers or management, or the company as a whole. Positive attitudes among employees make workdays more enjoyable. Tasks are performed to a higher standard and without complaint. Current study is based on the effect of attitude on employee performance (Arch. DennisL. Estacio, 2018). Aries Rizqi (2013), studied attitude towards works are the feelings that the workers have toward different aspects of the work environment. Over the past decade, it is assumed that positive attitude toward work lead to job satisfaction. Job satisfaction has been crucial for organizational success. This in turn enhances performance of individual and brings about innovation and development. Based on this phenomenon, the current study is aimed to explain an empirically the effect of attitude toward work, job satisfaction on non-Saudi academic members of higher education performance. In recent years academic researchers involved in employ's attitude and job performance have devoted increasing attention in recent decade to the effect of work attitude, job satisfaction on employs performance (Abdalkrim, 2016).

Attitudes illustrate the manner an employee feels in each situation, which to an extent includes an employee 's feelings, his reaction towards his employer, his co-workers and his position within the organization. All employees have attitudes toward their working environment, role, goal, organization, task, co-workers, leadership, and processes in which work is organize. Thus, it could be positive or negative to the health of the organization. While this might be true, Senn

and Hart, (2009), opined that a daily evaluation of workers attitude is essential for increasing productivity. The study of Ogilo, Onyiyechi Blessing, Elenwo, Awajiteleyem Mary, Ojofeitimi, Omobola Busola (2020), got to investigate the impact of employee's attitude on organizational performance. After much analyses findings from the study suggest that people's attitude which was measured on (commitment, job satisfaction and engagement), have a great impact on the overall operation and performance of an organization (Ogilo, 2020).

Imran Khan, Rauqir Ahmad Ghauri (2014), studied positive attitude towards work and greater organizational commitment increases job satisfaction which in return enhances performance of the individual. Based on this phenomenon, this study is aimed to explain and empirically test the effect of attitude toward work, job satisfaction, and organizational commitment to the employee's job performance. (A. Susanty, 2013). The study aims to test the hypothesis, with the intention of confirming or strengthening the hypotheses that in turn can reinforce the theories becoming foundations. By consideration, the researcher tries to examine the influence of leadership and work attitude toward job satisfaction and job performance of HR at Konawe Hospital in Southeast Sulawesi. The number of respondents in this study is 79 respondents with the status of civil servants (Moh. Ali Shahab, 2014). According to the literature review, we were hypothesized as below:

H3. Attitude will have a positive relate on job performance

Work experience and job performance

The present research was designed to examine the relation between job experience and job performance. Here, job experience will be denned as length of experience in a given occupation. This definition excludes evaluations of job experience on quality factors, as might be done in formal T & E methods (McDaniel & Schmidt, 1985). Two potential moderators of the experience-performance relation will also be assessed: length of experience and the cognitive complexity demands of the job. Schmidt, Hunter, and Outerbridge (1986) presented a causal model of the relations among job experience, general mental ability, job knowledge, work sample performance, and job performance (McDaniel & Schmidt, 1985).

When a performance management system is used for development, the appraisal information is used to guide the training, job experiences, mentoring and other developmental activities that employees will engage in to develop their capabilities (PulakosElaine, 2004).

Work experience is occupational and industry-specific rather than firm-specific and leads to improvements in employees' job-related outcomes (Neal, 1995; Parent, 2000). It also leads to employees' stability, seriousness in work attitude, mature judgment, and reduced negative work behaviors such as absenteeism (Giniger et al., 1983). Human capital theory suggests that differences job performance reflect differences in human capital endowments and factors such as the amount of time invested in particular occupation or industry (Ang, Slaughter, Ng, 2002). The present study contributes to the field of work experience and job performance. We found portability of work experience within industry as well as occupation to current work settings. The study offers practitioners a comprehensive model by including personality factors. We found moderation effects of personality factors such as openness, conscientiousness, and neuroticism on the relationship (Uppal, 2014).

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). According to the literature review, we were hypothesized as below:

H4. Work experience will have positive relate on work performance

We explained how professional skills, attitude, time management work experience related with leadership who are administrative, executive employers work in small business companies in Mongolia. The conceptual model of factors on job performance is drawn in Figure 2.1.

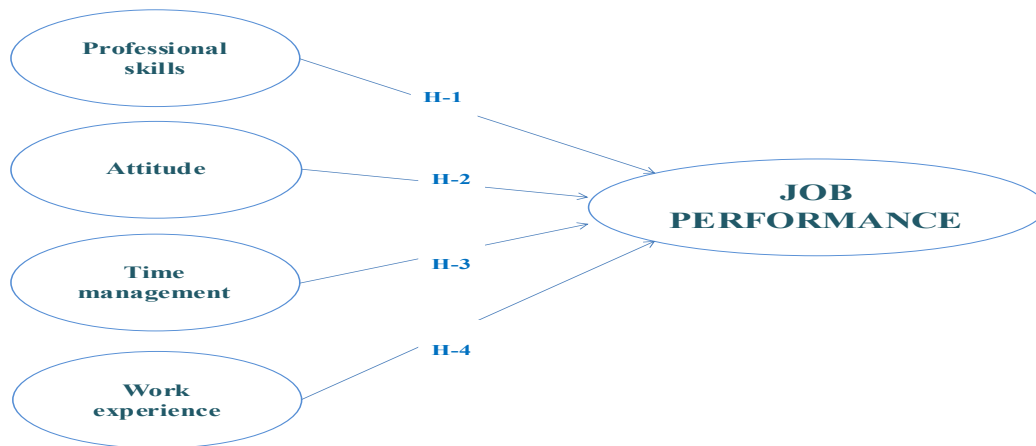


Figure 2.1. Conceptual Model of the Requirements the impacts on job performance
Source: Own diagram

RESEARCH METHODOLOGY

Data was analyzed using SmartPLS 2.0 to perform Partial Least Squares Structural Equation Modeling (SEM-PLS) to test the hypothesized relationship among the constructs in the proposed model depicted (see figure1). The SmartPLS 3.0 software was set to 500 bootstrap samples for the estimation of the significance of the t-values. Usually, the data analysis followed a two-step approach: estimation of the measurement model and the structural model.

In PLS, factor reliability was assessed by examining the loadings of the respective factors on their respective latent constructs (Hulland, 1999). In my study, all of item loadings represented high reliability. The factor loadings calculated by SmartPLS 3.0 are shown in our study.

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 (Bayasgalan TsogtsurenGankhuleg, 2022).

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 TsogtsurenGankhuleg, 2022).

Of all the 146 respondents were working on our research, frequency distributions were of small and medium companies of Mongolia.

Table 1. List of items of professional skills for each Construct of respondents

<i>Factor</i>	<i>item</i>	<i>Results of item</i>	<i>Cronbach's alpha</i>	<i>CR</i>	<i>AVE</i>
<i>Professional skills</i>	Per ski-1	0.734	0.784	0.792	0.536
	Per ski-2	0.663			
	Per ski-3	0.802			
	Per ski-4	0.684			

Notes: per ski- professional skills

In table 1, professional skills of 4 items measuring ranged from **0.663-0.802**, Cronbach's Alpha of **0.705**, Composite Reliability (CR) of **0.865**, Average Variance Extracted (AVE) was **0.523**.

Table 2. List of items of attitude for each Construct of respondents

<i>Factor</i>	<i>item</i>	<i>Results of item</i>	<i>Cronbach's alpha</i>	<i>CR</i>	<i>AVE</i>
<i>Attitude</i>	Atti-1	0.474	0.642	0.772	0.484
	Atti -2	0.416			
	Atti -3	0.891			
	Atti -4	0.862			

Notes: atti-attitude

In table 2, attitude of 4 items measuring ranged from **0.416-0.891**, Cronbach's Alpha of **0.642**, Composite Reliability (CR) of **0.772**, Average Variance Extracted (AVE) was **0.484**.

Table 3. List of items of time management for each Construct of respondents

<i>Factor</i>	<i>item</i>	<i>Results of item</i>	<i>Cronbach's alpha</i>	<i>CR</i>	<i>AVE</i>
<i>Time management</i>	Time mgt-1	0.268	0.612	0.772	0.635
	Time mgt -2	0.314			
	Time mgt -3	0.937			
	Time mgt -4	0.889			

Notes: time mgt-time management

In table 3, time management of 4 items measuring ranged from **0.268-0.937**, Cronbach's Alpha of **0.612**, Composite Reliability (CR) of **0.772**, Average Variance Extracted (AVE) was **0.635**.

Table 4. List of items of experience for each Construct of respondents

Factor	item	Results of item	Cronbach's alpha	CR	AVE
Experience	Exp-1	0.900	0.806	0.874	0.635
	Exp -2	0.725			
	Exp -3	0.743			
	Exp -4	0.809			

Notes: exp-experience

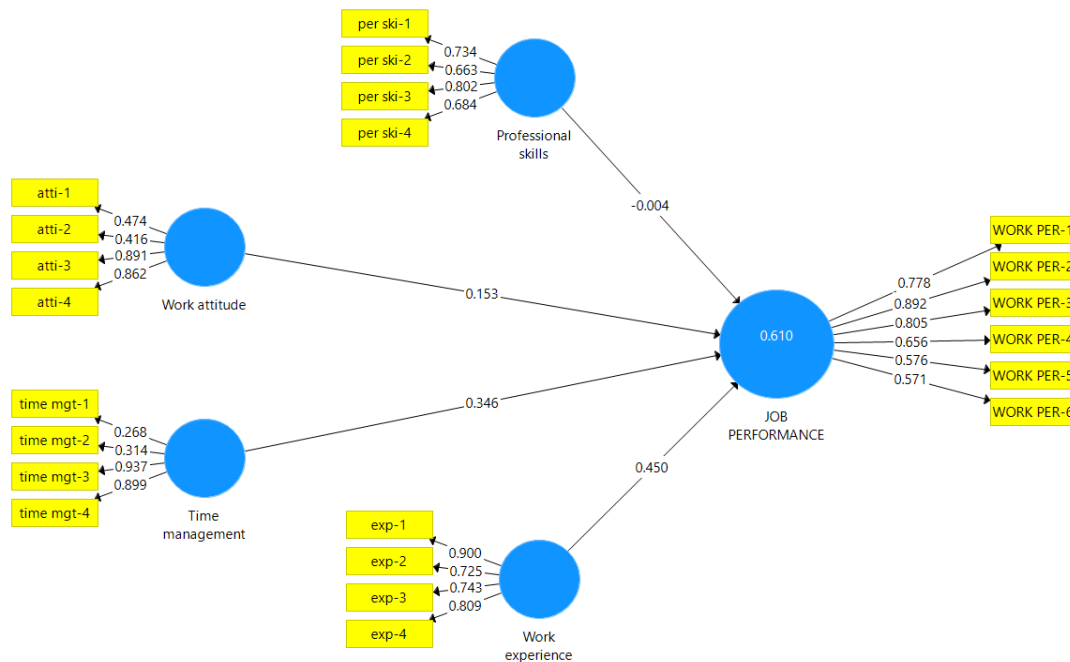
In table 4, experience of 4 items measuring ranged from **0.725-0.900**, Cronbach's Alpha of **0.806**, Composite Reliability (CR) of **0.874**, Average Variance Extracted (AVE) was **0.635**.

Table 5. List of items of job performance for each Construct of respondents

Factor	item	Results of item	Cronbach's alpha	CR	AVE
JOB PERFORMANCE	WORK PER-1	0.778	0.812	0.865	0.523
	WORK PER-2	0.892			
	WORK PER-3	0.805			
	WORK PER-4	0.656			
	WORK PER-5	0.576			
	WORK PER-6	0.571			

Notes: WORK Per-Work performance

In table 5, technical equipment of 6 items measuring ranged from **0.571-0.892**, Cronbach's Alpha of **0.812**, Composite Reliability (CR) of **0.865**, Average Variance Extracted (AVE) was **0.523**.

**Figure 2.2. Results of Structure Analysis of job performance (algorithm)**

Noted: per ski- professional skills, atti-attitude, time mgt-time management, exp-work experience, WORK Per-Work performance

In table 6, Hypothesis 1 such as professional skills have no related-on job performance (Standard deviation 0.111), (T statistic 0.037) and (P value 0.971). Hypothesis 2 such as time management has no related-on work performance (Standard deviation 0.185), (T statistic 1.866) and (P value 0.063). Hypothesis 3 such as attitude has not related-on job performance (Standard deviation 0.141), (T statistic 1.088) and (P value 0.277). Hypothesis 4 such as experience has not related-on work performance (Standard deviation 0.111), (T statistic 4.049) and (P value 0.000).

Table 6. Estimated Path Coefficients of respondents on job performance

Hypothesis	Standard deviation	T Statistic	P value	Remarks
H1. Professional skills will have a positive relate on job performance.	0.011	0.037	0.971	No supported
H2. Time management will have a positive relate on job performance.	0.185	1.866	0.063	No supported
H3. Attitude will have a positive relate on job performance.	0.141	1.088	0.277	No supported
H4. Work experience will have positive relate on work performance.	0.111	4.049	0.000	Supported

Notes: The result of study

CONCLUSION

We studied in the fiscal year 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 **146** employees who work in private sector such as small and medium entrepreneur in our study.

Based on these considerations, staff hiring, training, and evaluation and reward systems might need to be rethink over the long term. In addition, the unexplained variances in this model could be explained by adding other factors such as Mongolian socio-economic issues, political situations, and lower developing country context.

The findings of this study have implications for small and medium entrepreneur as well as other companies in Mongolia. We were hypotheses four hypotheses. One of them is supported and four of them is not supported in path analysis.

We are recommending our study as bellow:

1. To study more impacts of hypotheses, result in the future.
2. To study and compare impacts on job performance with another special agency.
3. To study and compare the factors with foreign scholars' study in the future.

Finally, we will study our next empirical paper, need to correlation skills, leadership, job satisfaction, engagement, behavior with job performance, organizational behavior, management etc.

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EVIDENCE OF STUDY

20220421.txt	*Korea Inter.Conference.splsm	PLS Algorithm (Run No. 1)
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Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
JOB PERFORMANCE	0.812	0.847	0.865	0.523
Professional skills	0.705	0.716	0.813	0.523
Time management	0.612	0.853	0.732	0.464
Work attitude	0.642	0.750	0.772	0.484
Work experience	0.806	0.813	0.874	0.635

20220421.txt	*Korea Inter.Conference.splsm	PLS Algorithm (Run No. 1)
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R Square

Matrix	R Square	R Square Adjusted
	R Square	R Square Adjusted
JOB PERFORMANCE	0.610	0.572

20220421.txt	*Korea Inter.Conference.splsm	PLS Algorithm (Run No. 1)	Bootstrapping (Run No. 1)
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Path Coefficients

Mean, STDEV, T-Values, P-Values	Confidence Intervals	Confidence Intervals Bias Corrected	Samples		
	Original Sa...	Sample Me...	Standard D...	T Statistics (...)	P Values
Professional skills -> JOB PERFORMANCE	-0.004	0.011	0.107	0.037	0.971
Time management -> JOB PERFORMANCE	0.346	0.315	0.185	1.866	0.063
Work attitude -> JOB PERFORMANCE	0.153	0.196	0.141	1.088	0.277
Work experience -> JOB PERFORMANCE	0.450	0.448	0.111	4.049	0.000