

JOB COMPETENCY EFFECTS ON EMPLOYEES' JOB PERFORMANCE AMONG TOURISM MANAGERS- A CASE STUDY OF MONGOLIA

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Abstract: This paper aims to investigate the relevance of job competency and job performance with demographic factors for tourism managers in Mongolia. This quantitative study has constructed 61 questions from 331 respondents that challenge the current understanding of the role and relevance of tourism manager's job competency on how to affect their job performance in the Mongolian tourism sector. The research adopted an exploratory study design and an explanatory approach which is involving regression and correlation analysis to explain and predict the relationship and T-test, one-way ANOVA approach is designed to obtain the difference between variables, using SPSS 20.0 and Smart PLS in this research.

Keywords: knowledge, skill, attitude, job competency, job performance, demographic factors, tourism employee

1. Introduction

International tourism, hospitality, and leisure sector continue to be one of the fastest-growing sectors within the global economy, despite riding the effects of major setbacks during the early years of the twenty-first century. The focus on employment in the tourism industries is also reinforced by the fact that the tourism sector has matured into a consumer market through increasing global and national competition, market turbulence and changes in consumer demand. This requires paying greater attention, not only to quality in products and services, but also to quality in human resources – one of the major assets of the tourism sector. The industry is highly

labor-intensive, notwithstanding the impact of technology on all aspects of product and service development, distribution, and delivery. Mongolia is one of the most effective resourced places that saved all characters and cultures of nomads to develop travel and tourism. It is almost 30 years now since 1990, Mongolian tourism products started to develop and compete in the world market. According to Amartuvshin & Gantumur (2019), many human resource challenges are facing Mongolia's hotel and tourism industry. The key issues are the lack of qualified staff at both operational and managerial levels, high staff turnover rates, the unwillingness of university graduates to enter the industry, and the gap between

what is taught in school and college and the realities of the industry itself (Amartuvshin,D, 2019). Developing human capital or employees requires a big investment in an organization. To optimize the investment value, it is important to an organization to prioritize what to focus on preparing employees to perform their job best, either on competency skills or attitude of how employees behave. The problem to be addressed is the lack of understanding of job competency and the relationship between job competency and job performance with demographic factors. More specifically, until now there is no research about the relationship between job competency and demographic factors affect an employee's job performance among tourism managers in Mongolia.

2. Literature review

2.1 Job competency

Boyatzis (1982) defines competency as "An underlying characteristic of a person which results in ineffective and/or superior performance in a job" (p. 97). According to Boyatzis (1982), a job competency represents ability. An individual's set of competencies reflect their capability or what they can do. Moreover, the competency model identifies the ability of an individual in terms of knowledge, skill/ability, and attitude/behavior required for performing the organizational duties effectively (Chung Herrera et al., 2003). According to Jauhari (2006)

competencies are a combination of observable and applied knowledge, skill, and behavior which result in a competitive advantage for organizations. Also, according to Lucia and Lipsinger (1999) competencies are the ability of an individual on the application of knowledge, skills, abilities, personal characteristics, and behaviors of successful performance of work task of a specific function. The competencies are the knowledge, skills, and abilities, and other requirements that are needed for someone to perform a job successfully and define not only what a person must know and do, but also how a person does it (McClelland, D.C, 1973).

2.2 Job performance

Murphy and Cleveland (1995: 113) says that performance is a quality of task-oriented or job-oriented behavior. The job performance assesses whether a person performs a job well. Furthermore, performance is an important criterion for organizational outcomes and success. The evaluation of job performance almost always depends on the subjective judgments of supervisors, peers, or other sources that might be asked to evaluate particular employees (Murphy et al., 2018; Murphy & Cleveland, 1995). Moreover, John P. Campbell (1990) describes job performance as an individual-level variable or something a single person does. Meanwhile, job performance is defined as the total expected value to the organization of the

discrete behavioral episodes that an individual carries out over a standard period time (Motowidlo, Borman, & Schmit, 1997). Also, Borman and Motowidlo (1993) distinguished between task performance and contextual performance out of concern that research and practice in the area of employee selection tended to focus only on a part of the performance domain and tended to exclude or downplay another part that is also important for organizational effectiveness.

3. Methodology

This research adopted an exploratory study design and an explanatory approach which is involving regression and correlation analysis to explain and predict the relationship between variables. Additionally, the T-test, ANOVA approach is designed to obtain the difference between variables in this research. Determined from the literature review in the above-stated chapter, the research model of this study is proposed to illustrate the influencing of factors such as demographic factors and job competency factors mentioned knowledge, skills and attitude relationship on employee's job performance dimensions constructed task performance scale, contextual performance scale, and counterproductive work behavior scale. The data using this study was collected from a survey of managers who works in the tourism sector in Mongolia. The data

were collected three months from the middle of November 2019 to the middle of January 2020 by the internet's support. The authors obtained a total of 331 responses with valid information from employees in the Mongolian tourism sector. The variables presented in this study were operated according to the previous measurement scale. The five-point Likert type scales were used for statement ranging from 1= "strongly agree" to 5= "strongly disagree" and "Very high" to "Very Low".

4. Empirical results

Descriptive statistics of a total of 331 participants and responses were gathered during 3 months specifically the middle of March 2019 to the middle of January 2020. There were slightly more female respondents (59.2%) than males (40.8%); half of them were single (45.9%) and most of them were 19 to 25 years old (41.4%). Also, most of them had master's degree education (59.2%) and middle-level managers (61.9%) mostly participated in this study. More than half of these managers were employed 3 or more, but less than 8 years (42.6%).

4.1 Reliability analysis

The results are given in Table 1. They indicate that Cronbach's alpha coefficients are high in all scales, ranging from the lowest of .743 (CWBS) to the highest of .960 (skill/abilities). This confirms that the measurement scales of the constructs are stable and consistent.

Table 1 Reliability analysis result (N=331)

	Variables	Cronbach's alpha	Qualified
JC	Independent variables		
	Knowledge	0.951	Yes
	Skills and abilities	0.960	Yes
	Attitude	0.944	Yes
JP	Dependent variables		
	Task performance scale	0.924	Yes
	Contextual performance scale	0.953	Yes
	Counterproductive work behavior scale	0.743	Yes

Source: Developed for this study

4.2 T-test and one-way ANOVA

The T-test and ANOVA tests applied for demographic factors of the study used 0.05 significant levels. For the result of comparison by gender on job competency and job performance. Participants were divided into two groups as group 1-male and group 2-female, using a T-test. The result indicates that there is insignificant difference in Job competency for male (M=54.07, SD=21.723) and female (M=51.21, SD=18.278) conditions, $t(331)=1.295$, $p=.196$ ($p>.05$). Additionally, the result also indicates that there is insignificant difference in job performance for male (M=43.57, SD=15.470) and female (M=42.23, SD=14.027) conditions, $t(331)=.819$, $p>.413$, male has higher competency and performances for their job than female. Therefore, hypotheses 1 and 2 are supported. A one-way ANOVA was conducted to explore the impact of age on JC and JP. The result shows that the

effect of age is significant for Job competency, $F=2.253$, $p<0.049$. Post hoc analysis using the Tukey post hoc criterion for significance indicates that the managers from 36 to 45 years old (M=4.57, SD=0.58), 46 to 55 years old (M=3.65, SD=0.57) and 55< years old (M=3.12, SD=0.54) have higher knowledge, skill and abilities than the younger group from <18, 19-25 and 26 to 35 years old (M=3.63, SD=0.73). Besides, the result also shows that the effect of age is significant to job performance, $F=4.462$, $p=.001$. Post hoc analysis using Tukey post hoc criterion for significance indicates that the managers from 36 to 45 years old (M=3.70, SD=0.75) have higher performance for job than younger group from <18 years old, 18-25 years old, 26-35 years old. Therefore, both hypotheses 3 and 4 are all rejected in these indicators.

Table 2 T-Test for Gender

Levene's Test for Equality of Variances		T-test for Equality of Means					
		F	Sig	T	Df	Sig (2 tailed)	Mean difference (1-2)*
JC	Equal variances assumed	5.579	.019	1.295	328	.196	2.865
	Equal variances not assumed			1.253	252.547	.211	2.865
JP	Equal variances assumed	1.333	.249	.819	329	.413	1.341
	Equal variances not assumed			.805	269.377	.422	1.341

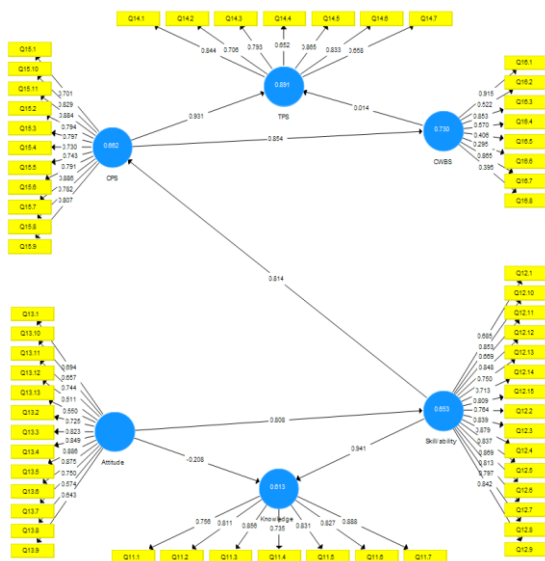
Source: Developed for this study

Table 3 One-way ANOVA for Manager Level

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
JC	Between Groups	8054.790	3	2684.930 369.651	7.263	.000
	Within Groups	120506.364	326			
	Total	128561.155	329			
JP	Between Groups	4917.821	3	1639.274 200.794	8.164	.000
	Within Groups	65659.635	327			
	Total	70577.456	330			

Source: Developed for this study

4.3 Structural model on Smart PLS



The structural model shows the reliability and signification of each variable which means we can show how they impact each other and which one is more significant from others.

Table 4 shows the results of the SEM model and it gives results that gender, age, marital status of demographic factors is not an effect on Job competency and job performance. Otherwise, education level and manager level of demographic factors are effect job competency and job performance by this study. There are 15 hypotheses are

4.4 Results of Structural modeling equation (SEM) model

used in this study to obtain the results of the reliance on job competency, job performance, and demographic factors effects. Moreover, this table shows Knowledge, skill/ability, and attitudes are effects on job performance. It means

education level; manager level and job competency are an absolute effect on their job performance for tourism managers in Mongolia. Other demographic factors do not impact on job competency and job performance.

Table 4 Results of SEM model

Independent Variable	Dependent Variable	Hypotheses	T-statistics	P-Values	Results
Gender	JC	H1	-.1591	.113	Supported
	JP	H2	1.093	.275	Supported
Age	JC	H3	7.436	.116	Supported
	JP	H4	-.677	.499	Supported
Marital status	JC	H5	-.836	.404	Supported
	JP	H6	1.559	.120	Supported
Education level	JC	H7	9.108	.000	Rejected
	JP	H8	-1.944	.033	Rejected
Manager level	JC	H9	2.092	0.37	Rejected
	JP	H10	1.375	.017	Rejected
Work experience	JC	H11	-.4852	.000	Rejected
	JP	H12	2.520	.012	Rejected
Knowledge	JP	H13	19.620	.000	Rejected
Skill/ability	JP	H14	41.664	.000	Rejected
Attitude	JP	H15	25.301	.000	Rejected

Source: Developed by this study

5. Conclusion

This research critically investigated the role of job competency and demographic factors on job performance among tourism managers, case of Mongolia. Fifteen hypotheses are formulated and tested empirically manner. The results of this study conclude that education level and manager levels are strong significant on job competency means a high level of educated managers have high competency and their knowledge, skill/ability, and attitudes strongly affect

their job performance. Additionally, working experience is also strongly significant in job competency, more experienced managers are higher competency and higher performance of their job according to this research. Namely demographic factors, age (H1, H2), gender (H3, H4), and marital status (H5, H6) are supported means these factors have not significant impact on job competency and job performance. This means that tourism managers in Mongolia feel more important about

their competence in pushing their level of job performance. The more competent managers then this will tend to increase their performance. The fact that if managers trained well on how to become more skillful in the job, there is a tendency to become a high-level manager. In case, feedback needs to provide by employers on their employee's competencies which

typically feeds into development within or beyond the manager's current job. High-performance organizations realize that their success depends on how capable their people are. They also recognize that formal education does not necessarily equip employees with the appropriate skills to thrive in their performance.

service: why it doesn't deliver.

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