

Research Article

THE DETERMINANTS OF EMPLOYERS ON HUMAN RESOURCE POLICY: THE CASE OF MONGOLIA

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ABSTRACT

Human resource(HR) policies are continuing guidelines on the approach of which an organization intends to adopt in managing its people.They represent specific guidelines to HR managers on various matters concerning employment and state the intent of the organization on different aspects of human resource management such as recruitment, promotion, compensation, training, selections etc. Human resources procedures and policies are regarded as formal commitments that are focused upon the ways in which employers treat the employees. Within public and non-profit organizations, it is apparent that members cannot carry out tasks and activities in isolation. To carry out various tasks and functions, they need to organize meetings, exchange ideas and suggestions, share viewpoints and work in co-ordination with each other. The primary objective of HR policies and procedures is to create a working environment, which makes provision of support and assistance to the employees to build up self-esteem and self-confidence. They can implement behavioural traits, which enable them to carry out their job duties in accordance with the expectations of the employers. HR policies and procedures are subjected to changes. They do not remain the same throughout. With advancements taking place and with the advent of modernization and globalization, changes take place in HR policies and procedures.

Keywords: human resource, policy, selection, technical skills, soft skills, decision making.

INTRODUCTION

Human resource policies are the formal rules and guidelines that businesses put in place to hire, train, assess, and reward the members of their workforce. These policies, when organized and disseminated in an easily used form, can serve to preempt many misunderstandings between employees and employers about their rights and obligations in the business place. It is tempting, as a new small business owner, to focus on the concerns of the business at hand and put off the task of writing up a human resource policy. All business analysts and employment lawyers will advise a new business owner to get a policy down on paper, even if it is a simple one drafted from a boilerplate model. Having policies written is important so that it is clear to all what the policies are and that they are applied consistently and fairly across the organization. Moreover, when issues concerning employee rights and company policies come before federal and state courts, it is standard practice to assume that the company's human resource policies, whether written or verbal, are a part of an employment contract between the employee and the company. Without clearly written policies, the company is at a disadvantage.

THEORETICAL FRAMEWORK

HR policy has the potential to impact, in one way or another, every person in the company, including the owner. Proposed changes should be examined carefully and in consultation with others in the organization who may recognize potential pitfalls that other managers, or the business owner herself, may have failed to detect. Once a change in policy is made, it should be disseminated widely.

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and effectively so that everyone within the business is always working from the same human resource policy. HR policies are developed by making decisions and taking actions on the day-to-day problems of the organization. The process of developing HR policies involves the assessment of the following factors:

- Identify the purpose and objectives which the organization wishes to attain regarding its Human Resources department.
- Analysis of all the factors under which the organization's HR policy will be operating.
- Examining the possible alternatives in each area in which the HR policy statement is necessary.
- Implementation of the policy through the development of a procedure to support the policy.
- Communication of the policy and procedures adapted to the entire organization.
- Auditing the policy to reveal the necessary areas requiring change.
- Continuous reevaluation and revision of policy to meet the current needs of the organization.

We studied technical skills, soft skills, decision making skills and human resource selection in this study as below:

Technical skills:

Technical skills are the specialized knowledge and expertise required to perform specific tasks and use specific tools and programs in real world situations. Diverse technical skills are required in just about every field and industry, from IT and business administration to health care and education. In fact, many entry-level positions across industries require basic technical skills, such as cloud computing in Google Drive and navigating social media platforms. Examples of more advanced technical skills that a job might require include programming languages, technical writing, or data analysis. Unlike workplace skills, also called soft skills, such as communication and time management, technical skills often require specific education

and training to acquire. As a term, “technical skills” often appears in a job-searching or career advancement context. Now that you have a clear definition of technical skills, you may be wondering which of your current skills can transfer to other jobs and which ones you need to get to achieve your career goals. It’s important to monitor how your field or industry evolves and which new skills will help you enter the workforce, perform better at your current job, find new career opportunities, or even explore a new field.

Soft skills:

Soft skills include the personal attributes, personality traits, and communication abilities needed for success on the job. Soft skills characterize how a person interacts in his or her relationships with others. Soft skills are non-technical skills that relate to how you work. They include how you interact with colleagues, how you solve problems, and how you manage your work. Soft skills relate to how you work. Soft skills include interpersonal (people) skills, communication skills, listening skills, time management, problem-solving, leadership, and empathy, among others are among the top skills employers seek in the candidates they hire because soft skills are important for just about every job. Hiring managers typically look for job candidates with soft skills because they make someone more successful in the workplace. Someone can be excellent with technical, job-specific skills, but if they can’t manage their time or work within a team, they may not be successful in the workplace. Soft skills are also important to the success of most employers. After all, nearly every job requires employees to engage with others in some way. Another reason hiring managers and employers look for applicants with soft skills is that soft skills are transferable skills that can be used regardless of the person’s job. This makes job candidates with soft skills very adaptable and flexible employees.

Decision making skills:

Decision-making skills are the soft skills that you can use to help solve every problem at a company. Whether an employee needs to choose what font is best for a brand logo or what growth marketing tactic to use, making good decisions is crucial to company success. Decision-making skills are all the skills you need to make an informed, rational decision. Someone with good decision-making skills at work can assess all the facts, understand the company’s current state and goal state, and choose the best course of action. Decision-making is about much more than the final result. Numerous types of skills go into decision-making, including analysis, creativity, collaboration, and leadership skills. Analytical Skills: It help to collect and assess information before you make a final decision. An analytical person zooms out on the problem, looks at all the facts, and tries to interpret any patterns or findings they might see. These kinds of skills help you make fact-based decisions using logical thinking. Creativity Skills: Decision-making isn’t just all facts and figures; it also requires creative thinking to brainstorm solutions that might not be so straightforward or traditional. Creative decision-makers think outside of what’s been done before and develop original ideas and solutions for solving problems. In addition, they’re open-minded and willing to try new things. Collaboration Skills: Good decisions consider multiple ideas and perspectives. Collaboration skills help you find a solution by working together with one or more teammates. Involving numerous people in the decision-making process can help bring together different skill sets, exposing you to other problem-solving methods and ways of thinking. Leadership Skills: While collaboration is often crucial for good decision-making, someone must take the lead and make a final decision. Leadership skills can help you consider all perspectives and decide on a singular solution that best represents your team members’ ideas.

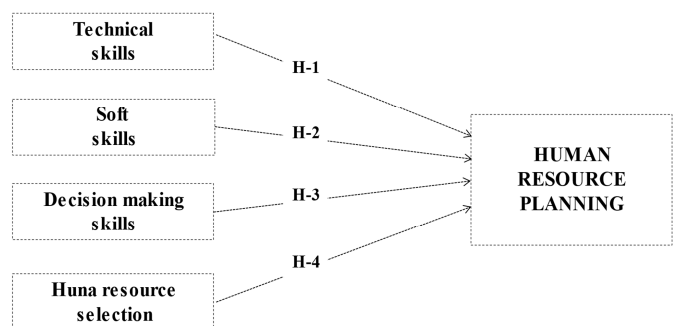
Human resource selection:

Selection in human resource management is the same as recruitment. This is the method by which the human resources (HR) section of an organization searches for and recruits’ employees to fill identified open positions within the company. The role of selection is related to its use as a tool for locating and selecting applicants to fill open vacancies in the organization. Choosing the right candidates is crucial to the success of an organization because the workforce or labor that has the right qualities will help ensure that an organization meets its goals and targets. One of the roles of selection in human resource management is to ensure that the prospective employees meet the stated qualities that have been enumerated in the organization’s recruitment policy. For instance, if a financial organization has established a policy of only recruiting people who finished in the top three of their business class, then that is an organizational recruitment requirement. Another example is a law firm that only employs law school graduates who have distinguished themselves in one way or another during their internship. One of the ways in which a company sets the qualities it uses in the selection process is through the establishment of a corporate culture. The human resources department tries to identify those prospective employees who have the same ideals or qualities that will make them fit into the culture already in place. The recruiting process usually includes the advertisement of vacancies by the HR department. It may do this by placing advertisements in various media or other sources. Sometimes, the organization may prefer to promote candidates from within to fill the vacancies. In such a situation, the company may issue an internal memo or place a notice for application on bulletin boards or the company Web site. The human resources department will accept and review applications, keep in touch with the applicants during the selection process, and inform both the successful and unsuccessful applicants of their positions.

We hypothesized four hypotheses in our study as below:

1. Technical skills will have a positive relate to human resource planning.
2. Soft skills will have a positive relate to human resource planning.
3. Decision making skills will have a positive relate to human resource planning.
4. Human resource selection will have a positive relate to human resource planning.

Figure 1. Conceptual framework on Human Resource Policy



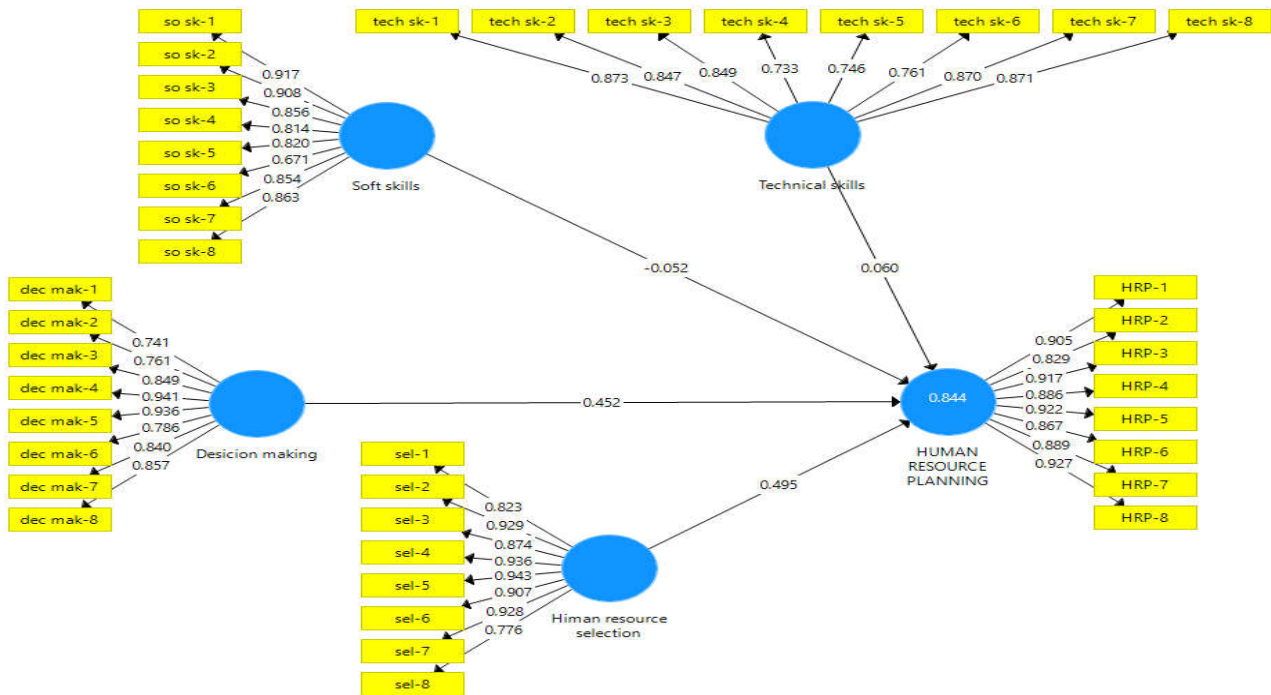
RESEARCH METHODOLOGY: DATA COLLECTION AND QUESTIONNAIRE DESIGN

We used qualitative research methods in our study. Qualitative research is more characteristic of the social sciences and gives less prominence to exact numerical measurements. It is often concerned with human behavior and experience. It aims more at an in-depth understanding of the meaning of the studied phenomena and less at

universal and predictive laws. The sample size in qualitative research is usually small in comparison to quantitative research. Many discussions in methodology concern the question of whether the quantitative approach is superior, especially whether it is adequate when applied to the social domain. In recent decades, many social scientists have started using mixed-methods research, which combines both methodologies. Another classification distinguishes

between substantive and formal methodologies. Important in this regard is whether the research seeks insights in one specific area or more general insights governing many different fields. The methodological outlook known as "proceduralism" is controversial and holds that the goal of methodology is to precisely codify rules that automatically lead to good research if followed exactly, like a recipe. We analyzed 46 respondents were working on our research, frequency distributions were of Mongolian special service employers.

Figure 2. Results of Structure Analysis of Human Resource Policy



Notes: tech ski- technical skills, so sk- soft skills, dec mak- decision making, sel-human resource selection, HRP-Human resource planning

Table 1. List of items for each Construct of respondents

| Variables | Latent variables | Latent variable results | Cronbach's Alpha | Composite Reliability | AVE |
|------------------|------------------|-------------------------|------------------|-----------------------|-------|
| Technical skills | tech sk-1 | 0.873 | 0.930 | 0.943 | 0.673 |
| | tech sk-2 | 0.847 | | | |
| | tech sk-3 | 0.849 | | | |
| | tech sk-4 | 0.733 | | | |
| | tech sk-5 | 0.746 | | | |
| | tech sk-6 | 0.761 | | | |
| | tech sk-7 | 0.870 | | | |
| | tech sk-8 | 0.871 | | | |
| Soft skills | so sk-1 | 0.917 | 0.942 | 0.950 | 0.707 |
| | so sk-2 | 0.908 | | | |
| | so sk-3 | 0.856 | | | |
| | so sk-4 | 0.814 | | | |
| | so sk-5 | 0.820 | | | |
| | so sk-6 | 0.671 | | | |
| | so sk-7 | 0.854 | | | |
| | so sk-8 | 0.863 | | | |
| Decision making | dec mak-1 | 0.741 | 0.940 | 0.951 | 0.708 |
| | dec mak-2 | 0.761 | | | |
| | dec mak-3 | 0.849 | | | |
| | dec mak-4 | 0.941 | | | |
| | dec mak-5 | 0.936 | | | |
| | dec mak-6 | 0.786 | | | |
| | dec mak-7 | 0.840 | | | |
| | dec mak-8 | 0.857 | | | |

| Variables | Latent variables | Latent variable results | Cronbach's Alpha | Composite Reliability | AVE |
|--------------------------|------------------|-------------------------|------------------|-----------------------|-------|
| Human resource selection | sel-1 | 0.823 | 0.962 | 0.969 | 0.794 |
| | sel-2 | 0.929 | | | |
| | sel-3 | 0.874 | | | |
| | sel-4 | 0.936 | | | |
| | sel-5 | 0.943 | | | |
| | sel-6 | 0.907 | | | |
| | sel-7 | 0.928 | | | |
| | sel-8 | 0.776 | | | |
| HUMAN RESOURCE PLANNING | HRP-1 | 0.905 | 0.964 | 0.969 | 0.798 |
| | HRP-2 | 0.829 | | | |
| | HRP-3 | 0.917 | | | |
| | HRP-4 | 0.886 | | | |
| | HRP-5 | 0.922 | | | |
| | HRP-6 | 0.867 | | | |
| | HRP-7 | 0.889 | | | |
| | HRP-8 | 0.927 | | | |

Notes: The result of study

In table 1, technical skills of 8 items measuring ranged from 0.733-0.873, Cronbach's Alpha of 0.930, Composite Reliability (CR) of 0.943, Average Variance Extracted (AVE) was 0.673.

Soft skills of 8 items measuring ranged from 0.671-0.917, Cronbach's Alpha of 0.942, Composite Reliability (CR) of 0.950, Average Variance Extracted (AVE) was 0.707.

Decision making skills of 8 items measuring ranged from 0.741-0.941, Cronbach's Alpha of 0.940, Composite Reliability (CR) of 0.951, Average Variance Extracted (AVE) was 0.703.

Human resource selection of 8 items measuring ranged from 0.776-0.943, Cronbach's Alpha of 0.962, Composite Reliability (CR) of 0.969, Average Variance Extracted (AVE) was 0.794.

The Human resource planning of 8 items measuring ranged from 0.829-0.927, Cronbach's Alpha of 0.964, Composite Reliability (CR) of 0.969, Average Variance Extracted (AVE) was 0.798.

Table 2. Estimated Path Coefficients of respondent's Human resource policy.

| Assumptions | Sample Mean | Standard deviation | T Statistics | "P" Values | The result |
|---|-------------|--------------------|--------------|------------|--------------|
| Decision making->HUMAN RESOURCE PLANNING | 0.435 | 0.158 | 2.860 | 0.004 | Confirmed |
| Soft skills->HUMAN RESOURCE PLANNING | -0.039 | 0.101 | 0.513 | 0.608 | Not approved |
| Technical skills ->HUMAN RESOURCE PLANNING | 0.067 | 0.132 | 0.457 | 0.648 | Not approved |
| Human resource selection->HUMAN RESOURCE PLANNING | 0.501 | 0.121 | 4.082 | 0.000 | Confirmed |

Notes: The result of study

In table 2, Hypothesis 1 such as decision making have positive related-on human resource policy (mean 0.435), (Standard deviation 0.158), (T statistic 2.860) and (P value 0.004).

Hypothesis 2 such as soft skills have negative related-on human resource policy (mean-0.039), (Standard deviation 0.101), (T statistic 0.513) and (P value 0.608).

Hypothesis 3 such as technical skills have negative related-on human resource policy (mean 0.067), (Standard deviation 0.132), (T statistic 0.457) and (P value 0.648).

Hypothesis 4 such as human resource selection has positive related-on human resource policy (mean 0.501), (Standard deviation 0.121), (T statistic 4.082) and (P value 0.000).

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. We studied technical skills, soft skills, decision making skills and human resources selection in this study as below:

Technical skills are the specialized knowledge and expertise required to perform specific tasks and use specific tools and programs in real world situations. Soft skills are important because they help you work well with others. Communication skills, teamwork, and adaptability enable you to connect with co-workers, express your ideas, receive feedback, and achieve consensus.

There was we are suggesting our study as bellow:

In our study, in developing HR policies, there should be clear and consistent statement of the organization's policies regarding all conditions of employment and procedures for their equal and fair implementation. To fulfill this objective, policies and procedures should be:

1. Clear and specific but provide enough flexibility to meet changing conditions.
2. Comply with all appropriate law and regulation.
3. Consistent amongst one another and reflect an overall true and fair view approach to all employees.

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