

The Study Of Factors On Job Performance Of A Forensic Handwriting Expert: The Case Of Mongolia

Bat-Erdene Bukhchuluun¹, Bayasgalan Tsogtsuren^{2*}, Erdenejargal Munkhjargal³, Lkhagvasuren Batkhishig⁴, Gankhuleg Ganbaatar⁵, Nomin Batkhuu⁶

^{1,2,3,4,5,6} University of Internal Affairs, Mongolia

*Corresponding Author:

Bat-Erdene Bukhchuluun, Bayasgalan Tsogtsuren University of Internal Affairs, Mongolia

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Abstract

Influence of professional skills, technique and equipment, satisfaction, training and development, behavior, and engagement on the job handwriting in the National Institute of Forensic Science of Mongolia (NIFS). To accomplish the determined aim of our study research we collected data through a structured questionnaire from 71 forensic handwriting experts, who work in the center, capital city, and province, researchers of NIFS and University of internal affairs, Mongolia, and other experts. We analyzed 6 hypotheses in May-June 2022, and result determined two positive relationships and four negative relationships, estimated via SMART PLS 3.0 and SPSS 24.0.

Keywords: Professional Skills, Technique And Equipment, Satisfaction, Training And Development, Behavior, Engagement, Job Performance.

Contribution/ Originality: This study determined the correlations between professional skills, technique and equipment, satisfaction, training and development, behavior, and engagement in the job performance of a forensic handwriting expert in the National Institute of Forensic Science of Mongolia (NIFS). The data was analyzed by Smart PLS 3.0 and SPSS-25.0 software, it was collected online in May and June of the fiscal year 2022.

Introduction

We tried to establish the significant impact such as professional skills, technique and equipment, satisfaction, training and development, behavior, and engagement on job performance in our study.

Theoretical Framework

Job Performance

Tumennast Munkhbaatar and et all, studied the impacts of time management, skills, technical equipment, attitude, and work experience in work performance in the forensic science area in Mongolia. They argue that work experience is positively related to work performance [1].

Bayasgalan Tsogtsuren, Nomin Batkhuu analyzed the requirements for the impacts of professional attitude, professional skills,

and work experience on job performance in Mongolian case. The result of their data was determined online in the first quarter of 2022. They analyzed 4 hypotheses, and one of them had a positive, three hypotheses had no positive relationship on considered impacts [2].

Professional Skill and Job Performance

Micheal R Wade, Micheal Parent, studied that identifies a strong link in technical and organizational skills and perceived job performance for Webmasters. Also, their previous studies have looked at the link between skill proficiency and performance, the current study explores a more complex relationship between proficiency in a skill, the importance of that skill, and job performance. Skill deficiencies and surpluses are both shown to negatively affect job performance, whereas a skill "balance" is shown to improve perceived job performance [3].

Sarfilianty Anggiani, studied two independent variables and analyzed hard skills and soft skills [4]. The dependent variable is employee performance. The study is analyzed with multiple linear regression analysis. The study objective is (1) to analyze the influence of hard skills on employee performance; (2) to analyze the influence of soft skills on employee performance; and (3) to analyze the dominant variable that influences employee performance.

The result of the study indicated hard skills and soft skills have an influence significantly on employee performance. The soft skill variable was found as the dominant variable for its influence on employee performance. The study was on the influence of hard skills and soft skills on employee performance[4].

Piang Lian Thang, Saw Dennis Thein, et al , revealed that professional skills, personality traits, and employee performance are high. Their study recommended that industries should bear in mind that the professional skills and personality traits of workers are essential to the success of business organizations [5].

Khemissi Farid, Jouili Taher studied the importance of skills development in the process of employee performance. As part of their research, they are seen to determine the nature and extent of skills development impact in improving employee performance. Their study results indicated that there is a positive relationship between skills development and work performance. They concluded that when an employee shows more competence in their work, they translate that into better performance [6]. According to the scholars' literature review, the hypothesis was generated as below:

Hypothesis 1. Professional Skill Will Have a Positive impact on Job Performance.

Technique and Equipment and Job Performance

As mentioned by Hampel and Martinsons, adopting new technology will change the organizational policies and strategies [7]. In most of the organization, the challenges they faced is generated by the advanced technology, competition in the industry, improving employee efficiency, new leadership, and management [8].

Keegan Muluh Cheh determined the influence of Overall Equipment Effectiveness on Swedish industries, since it measures the effect of performance and quality related losses in a system or equipment [9].

The hypothesis was generated as below:

Hypothesis 2. Technique and Equipment Will Have a Positive Impact on Job Performance.

Satisfaction and Job Performance

Tala H, Malak A (2020), studied job satisfaction and job performance. The both very important aspects for companies and employees [10]. Their study examined the impact of job satisfaction on the performance of employees in companies and government sector in Saudi Arabia. Also, the study attempted to identify the concept of job performance and job satisfaction, as well as to examine the impact of job performance and job satisfaction.

Wasaf Inayat and Muhammad Jahanzeb Khan (2021), presented research that studied the effect of job satisfaction on the performance in private sector organizations in Peshawar, Pakistan. In the past human resource, the essential asset of every organization is ignored which leads to job dissatisfaction. As a result, the performance of employees, as well as the overall productivity of an organization, had been affected. Therefore, scholars resulted that it

is necessary that employers /administrators should know the ways or reasons for job satisfaction to motivate the employees towards effective and efficient performance [11]. The hypothesis was generated as below:

Hypothesis 3. Satisfaction will Have a Positive Impact on Job Performance

Training and Development and Job Performance

Training is a way that is done to improve the skills and knowledge of employees. Training is also a way of changing the attitude of employees to do work with more effectively. The training can be done at all levels late in the organization. At the lower level, training provides instruction on how to carry out a task [12].

The development is a method that is used to help to design the activities to download ingkatkan development ourselves with the maximum [13].

Philipina Ampomah , abstracted that training and development is one of the key factors in improving employee performance in most organizations today. Researchers focused the effects of training and development on employee performance in a private tertiary institution in Ghana. Their findings of this research indicated that Pentecost University College nature of work depends mainly on high technological and sophisticated equipment. From the results of their study, it can be concluded that Pentecost University College certainly had a well-established policy to invest in the training and development of employees [14].

According to the scholars' literature review, the hypothesis was generated as below:

Hypothesis 4. Training and Development Will Have a Positive Impact on Job Performance

Behavior and Job Performance

Mohammad Harisur Rahman Howladar, Md. Sahidur Rahman (2018), studied the moderating effect of Leadership on the relationship in Behavior and Job Performance. Data were collected using a self-administered questionnaire from (n=288) respondents using quota sampling approach. Their study negotiated forth implications both for academics and professionals. Also, they had encouraged more research from academics on it and robust application of these findings for professionals for the effective utilization of their talents [15].

Dian Safitri, Diyah Sulistiyorini , had studied that how meaningful work and organizational citizenship behavior influence employee performance. The results of their study partial statistical test of the relationship between meaningful work and job performance revealed non-significant results, while organizational citizenship behavior showed a significant effect on job performance. These differences indicate that the meaningful work has a weak role in improving performance compared to organizational citizenship behavior [16]. According to the scholars' literature review, the hypothesis was generated as below:

Hypothesis 5. Behavior will Have a Positive Impact on Job Performance

Engagement and Job Performance

Bayasgalan Tsogtsuren, Gerelkhuu Tugsuu (2016), studied to investigate the impacts of organizational justice, organizational culture, knowledge management and employee engagement on job satisfaction among public officers. The results of their study showed that effected of all factors such as organizational justice and culture, knowledge management and employee engagement had positive impacts on job satisfaction [17]. Ngaochai Sungmala, Amara Verawat, investigated the relationship between employ-

ee engagement and individual performance outcomes (including growth, achievement, contribution, and customer satisfaction) in large firms in Thailand, which is rapidly growing as an international business hub. The results of their study showed that there was a significant, positive relationship between employee engagement and all four performance outcomes that were targeted. The findings indicated that employee engagement was a significant and strong factor that had determined the individual performance of employees of multinational corporations [18]. According to the scholars' literature review, the hypothesis was generated as below:

Hypothesis 6. Engagement Will Have a Positive Impact on Job Performance.

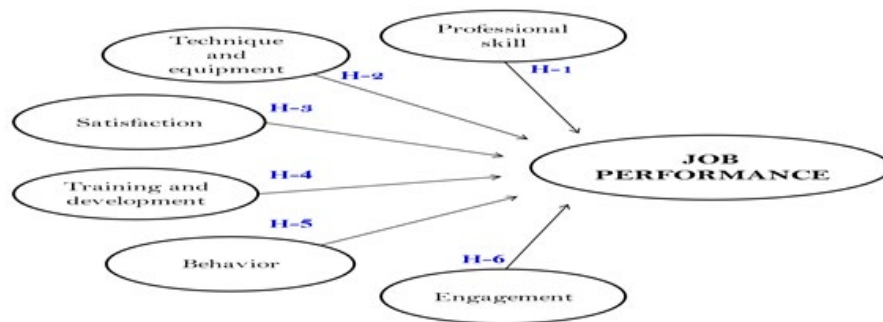


Figure 1: The Conceptual Framework on Job Performance

Methodology

We used a research questionnaire and our study literature review as below:

- a) The questionnaires of staffs and experts who work in the sector National Forensic Institute of Mongolia.
- b) collected online /Google form/ between May and June 2022.

The Likert scale score of 1-5 was adopted as the items in the questionnaire are judged on a single dimension scale make it possible to discriminate opinions more finely, restrict for chosen more rather than other scales such as significance, impacts, relation etc.

The data was analyzed using seven variables as below:

- a) Independent variables: Professional skills, technique and equipment, satisfaction, training and development, behavior, and engagement
- b) Dependent variables: Job performance

Results

It shows the demographic characteristics and general information of the respondents in our study. The participants were total 71 forensic handwriting from workers of National Institute of Forensic Studies, Mongolia.

Concerning their occupation, 2 or 2.8 percent of the respondents were in head of department, 4 or 5.6 percent of the respondents were in senior specialist of direction, 2 or 2.8 percent of the respondents were in head of laboratory, 24 or 33.8 percent of the respondents were professional experts, 33 or 46.5 percent of the respondents were senior experts, 4 or 5.6 percent of the respondents were experts, 2 or 2.8 percent of the respondents were lecturers, 2 or 2.8 percent of the respondents were elder forensic experts, total mean was 1.4366, standard deviation was .49950 as below (Table 4.1):

Table 4.1: Demographic Characteristics Of Respondents

Variable	items	codes	Frequency	Percent	Valid Percent	Mean	Std. deviation
Gender	male	1.00	40	56.3	56.3	2.8500	1.16685
	female	2.00	31	43.7	43.7	2.6452	1.22606
	Total		71	100.0	100.0	2.7606	1.18881
Age	20-25	1.00	15	21.1	21.1	1.5333	.51640
	25.1-30	2.00	5	7.0	7.0	1.6000	.54772
	30.1-35	3.00	41	57.7	57.7	1.3659	.48765
	35.1-40	4.00	4	5.6	5.6	1.5000	.57735

	40.1-45	5.00	4	5.6	5.6	1.7500	.50000
	45.1-50	6.00	2	2.8	2.8	1.0000	0.00000
	Total		71	100.0	100.0	1.4366	.49950
Occupation	Head of department	1.00	2	2.8	2.8	1.0000	0.00000
	Senior specialist of direction	3.00	4	5.6	5.6	1.7500	.50000
	Head of laboratory	4.00	2	2.8	2.8	1.5000	.70711
	Professional expert	5.00	24	33.8	33.8	1.2917	.46431
	Senior expert	6.00	33	46.5	46.5	1.5455	.50565
	Expert	7.00	4	5.6	5.6	1.5000	.57735
	Lecturer	8.00	2	2.8	2.8	1.0000	0.00000
	Elder forensic expert	1.00	2	2.8	2.8	1.0000	0.00000
	Total			71	100.0	100.0	1.4366

Note: The result of study, Field general information, SPSS 23.0 software

In the table 4.2, professional skill of 8 items measuring ranged from 0.345-0.861, Cronbach's alpha of 0.815, Rho_A of 0.842, Composite Reliability (CR) of 0.850, and Average Variance Extracted (AVE) was 0.427.

Table 4.2: The Results Of Items For Professional Skill For Each Construct Of Respondents

Factor	Questionnaire	items	Results of item	Cronbach's alpha	Rho_A	CR	AVE
Professional skill	decision making	prf.sk-1	0.759	0.815	0.842	0.850	0.427
	using examination methodology	prf.sk-2	0.345				
	write conclusion	prf.sk-3	0.661				
	technical equipment of examination	prf.sk-4	0.562				
	observation to detail	prf.sk-5	0.611				
	critical thinking	prf.sk-6	0.647				
	professional practice	prf.sk-7	0.661				
	carefulness in work	prf.sk-8	0.861				

Note: prf.sk-Professional skill

In the table 4.3, technique and equipment of 8 items measuring ranged from 0.630-0.860, Cronbach's alpha of 0.905, Rho_A of 0.922, (CR) of 0.924, and (AVE) was 0.606.

Table 4.3: The Results Of Items For Technique And Equipment For Each Construct Of Respondents

Factor	Questionnaire	items	Results of item	Cronbach's alpha	Rho_A	CR	AVE
Technique and equipment	technical specification	tchn-1	0.782	0.905	0.922	0.924	0.606
	technical usage	tchn-2	0.650				
	technical supply	tchn-3	0.857				

	technical availability	tchn-4	0.860				
	a standard environment for technique	tchn-5	0.794				
	staying innovative of technique	tchn-6	0.790				
	computational accuracy of technique	tchn-7	0.832				
	standardization of equipment	tchn-8	0.630				

Note: tchn-Technique and equipment

In the table 4.4, satisfaction of 8 items measuring ranged from 0.437-0.906, Cronbach's alpha of 0.849, Rho_A of 0.897, (CR) of 0.880, and (AVE) was 0.495.

Table 4.4: The Results Of Items For Satisfaction For Each Construct Of Respondents

Factor	Questionnaire	items	Results of item	Cronbach's alpha	Rho_A	CR	AVE
Satisfaction	results of analysis	stsn-1	0.655	0.849	0.897	0.880	0.495
	work environment	stsn-2	0.551				
	teamwork climate	stsn-3	0.904				
	managerial attitude	stsn-4	0.906				
	managerial approach	stsn-5	0.869				
	performance assessment	stsn-6	0.525				
	performance salary	stsn-7	0.606				
	perks and incentives	stsn-8	0.437				

Note: stsn-Satisfaction

In the table 4.5, training and development of 8 items measuring ranged from 0.467-0.887, Cronbach's alpha of 0.907, Rho_A of 0.923, (CR) of 0.924, and (AVE) was 0.581.

Table 4.5: The Results Of Items For Training And Development For Each Construct Of Respondents

Factor	Questionnaire	items	Results of item	Cronbach's alpha	Rho_A	CR	AVE
Training and development	time to study	tr.dt-1	0.751	0.907	0.923	0.924	0.581
	re-training	tr.dt-2	0.649				
	specialized training	tr.dt-3	0.756				
	practical training	tr.dt-4	0.467				
	off-the-job training	tr.dt-5	0.887				
	on-the-job training	tr.dt-6	0.835				
	technical training	tr.dt-7	0.813				
	communication skill training	tr.dt-8	0.812				
	leadership training	tr.dt-9	0.808				

Note: tr.dt-Training and development

In the table 4.6, behavior of 8 items measuring ranged from 0.730-0.924, Cronbach's alpha of 0.941, Rho_A of 0.970, (CR) of 0.950, and (AVE) was 0.703.

Table 4.6: The Results of Items For Behavior for Each Construct of Respondents

Factor	Questionnaire	items	Results of item	Cronbach's alpha	Rho_A	CR	AVE
Behavior	professional behavior	bhvr-1	0.730	0.941	0.970	0.950	0.703
	integrity	bhvr-2	0.827				
	responsibility	bhvr-3	0.765				
	confidence	bhvr-4	0.882				
	respect for human rights	bhvr-5	0.804				
	acceptance of others	bhvr-6	0.924				
	consulting activity	bhvr-7	0.875				
	coaching activity	bhvr-8	0.882				

Note: bhvr-Bahavior

In the table 4.7, engagement of 8 items measuring ranged from 0.670-0.855, Cronbach's alpha of 0.904, Rho_A of 0.909, (CR) of 0.923, and (AVE) was 0.602.

Table 4.7: The Results Of Items For Engagement For Each Construct Of Respondents

Factor	Questionnaire	items	Results of item	Cronbach's alpha	Rho_A	CR	AVE
Engagement	engagement of authorized official who appointed the examination	engt-1	0.670	0.904	0.909	0.923	0.602
	engagement of forensic organization	engt-2	0.818				
	engagement of register employee	engt-3	0.847				
	prompt operation of expert	engt-4	0.749				
	engagement of archive organization	engt-5	0.783				
	sample collection time	engt-6	0.855				
	samples which is qualified tests	engt-7	0.729				
	examination time	engt-8	0.738				

Note: engt-Engagement

In the table 4.8, engagement of 8 items measuring ranged from 0.395-0.791, Cronbach's alpha of 0.856, Rho_A of 0.874, (CR) of 0.887, and (AVE) was 0.448.

Table 4.8: The Results Of Items For Job Performance For Each Construct Of Respondents

Factor	Questionnaire	items	Results of item	Cronbach's alpha	Rho_A	CR	AVE
Job performance	professional skill	JBPRC-1	0.486	0.856	0.874	0.887	0.448
	professional behavior	JBPRC-2	0.654				
	satisfaction	JBPRC-3	0.395				
	training and research	JBPRC-4	0.692				
	theory of examination	JBPRC-5	0.783				
	methodology of examination	JBPRC-6	0.666				
	result of work performance	JBPRC-7	0.599				
	hard skill	JBPRC-8	0.773				
	soft skill	JBPRC-9	0.791				
	technique equipment	JBPRC-10	0.735				

Note: JBPRC-Job performance

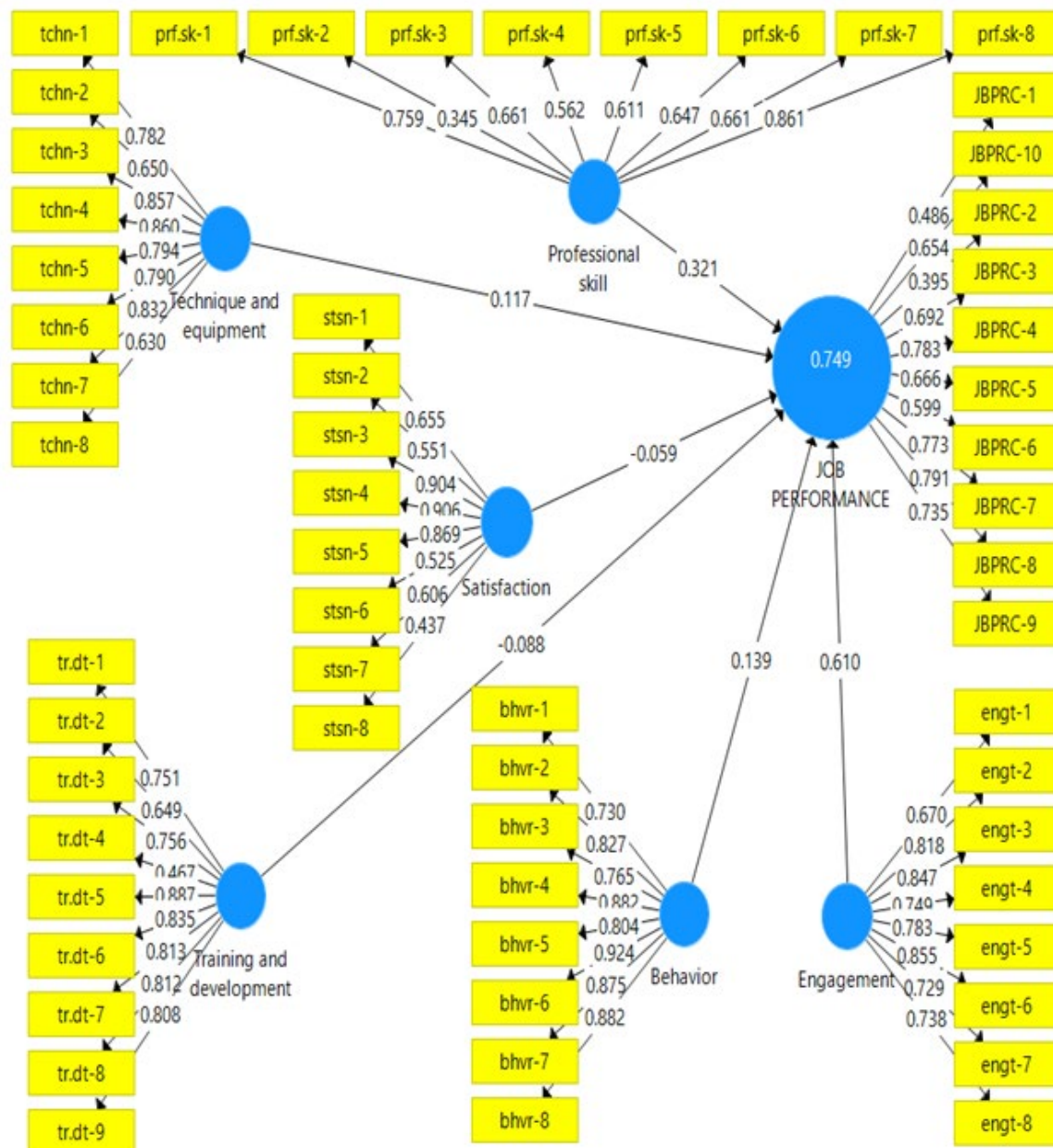


Figure 2: The Results Of Structure Analysis Of Respondents (Algorithm)

Note: *prf.sk*-Professional skill, *tchn*-Technique and equipment, *stsn*-Satisfaction, *tr.dt*-Training and development, *bhvr*-Behavior, *engt*-Engagement, *JBPRC*-Job performance.

In table 3.9, The results of latent variable is a hypothetical construct that is invoked to explain observed co variation in job performance. The correlations among the observed variables that belong to the same latent variable are behavior was highly correlated with job performance ($r=0.552$), engagement was highly correlat-

ed with job performance ($r=0.786$), job performance was highly correlated with professional skill ($r=0.628$), professional skill was highly correlated with training and development ($r=0.524$), satisfaction was highly correlated with technique and equipment ($r=0.563$).

Table 3.9. Latent Variable Correlations Analysis

items	Bhvr	Engt	JBPRC	Prf.sk	Stsn	Tchn	Tr.dt
Bhvr	0.838						
Engt	0.468	0.776					
JBPRC	0.552	0.786	0.669				
Prf.sk	0.488	0.408	0.628	0.653			
Stsn	0.456	0.697	0.588	0.417	0.703		
Tchn	0.282	0.542	0.570	0.516	0.563	0.779	
Tr.dt	0.407	0.480	0.467	0.524	0.470	0.559	0.762

Note: *prf.sk*-Professional skill, *tchn*-Technique and equipment, *stsn*-Satisfaction, *tr.dt*-Training and development, *bhvr*-Behavior, *engt*-Engagement, *JBPRC*-Job performance.

Table 3.10. Estimated Path Coefficients Of Respondents

Hypothesis	Sample Mean	Standart deviation	T Statistic	P values	Results
Professional skill -> JOB PERFORMANCE	0.314	0.161	1.998	0.046	supported
Technique and equipment -> JOB PERFORMANCE	0.080	0.174	0.669	0.503	No supported
Satisfaction -> JOB PERFORMANCE	-0.009	0.146	0.407	0.685	No supported
Training and development -> JOB PERFORMANCE	-0.072	0.156	0.564	0.573	No supported
Behavior -> JOB PERFORMANCE	0.214	0.257	0.542	0.558	No supported
Engagement -> JOB PERFORMANCE	0.520	0.194	3.146	0.002	supported

Note: The result of study

Conclusion

The main participants were total 71 forensic handwriting experts who work in the National Institute of Forensic Science in Mongolia in our study. The forensic handwriting experts are rare professional, and they must acquire skill of professional, experience of occupational, technical speciation, knowledge, hard and soft skill, etc.

Erdenejargal Munkhjargal , studied collected and delivered an online form- questionnaire with an official inquiry that requested quantitative and qualitative surveys of correlations between professional skills, communication skills, knowledge management, managerial ethic on managerial leadership fiscal year of 2021. Their study was attempted to provide through the updated including system thinking, analysis of a wide range of social policies and programs, decision-making in emergencies, leadership skills on the National Forensic Science Institute of Mongolia [19].

There were six variables were in our study as below:

- a) independent variables: Professional skills, technique and equipment, satisfaction, training and development, behavior, and engagement
- b) dependent variables: Job performance. In our study, had studying and comparing the six variables are more important rather than other scholars’ quantitative and qualitative research in social science.

Many organizations and authorized officials are involved in forensic science activities. But, according to research, the forensic organization, and the forensic handwriting expert’s own involvement in the examination of handwriting is the most important to the expert’s job performance.

In addition, it is confirmed by the results of the research that the sample collection time and the sample which is qualified tests have an important effect on the job performance of the forensic handwriting expert’s work. And the professional skills had a positive relationship with considered impacts. Even though, it is necessary to pay attention to the using examination methodology, write the conclusion, use technique and equipment for examination, observation to detail, and professional experience.

Finally, there were two hypotheses of all hypotheses were supported and positive impact on job performance in our study such as Hypothesis 1, as professional skill has influence on job performance (mean 0.314), (Standard deviation 0.161), (T statistic 1.998) and (P value 0.046). Hypothesis 6, as engagement have influence on job performance (mean 0.520), (Standard deviation 0.194), (T statistic 3.146) and (P value 0.002) [20-28].

Limitation Of Our Study

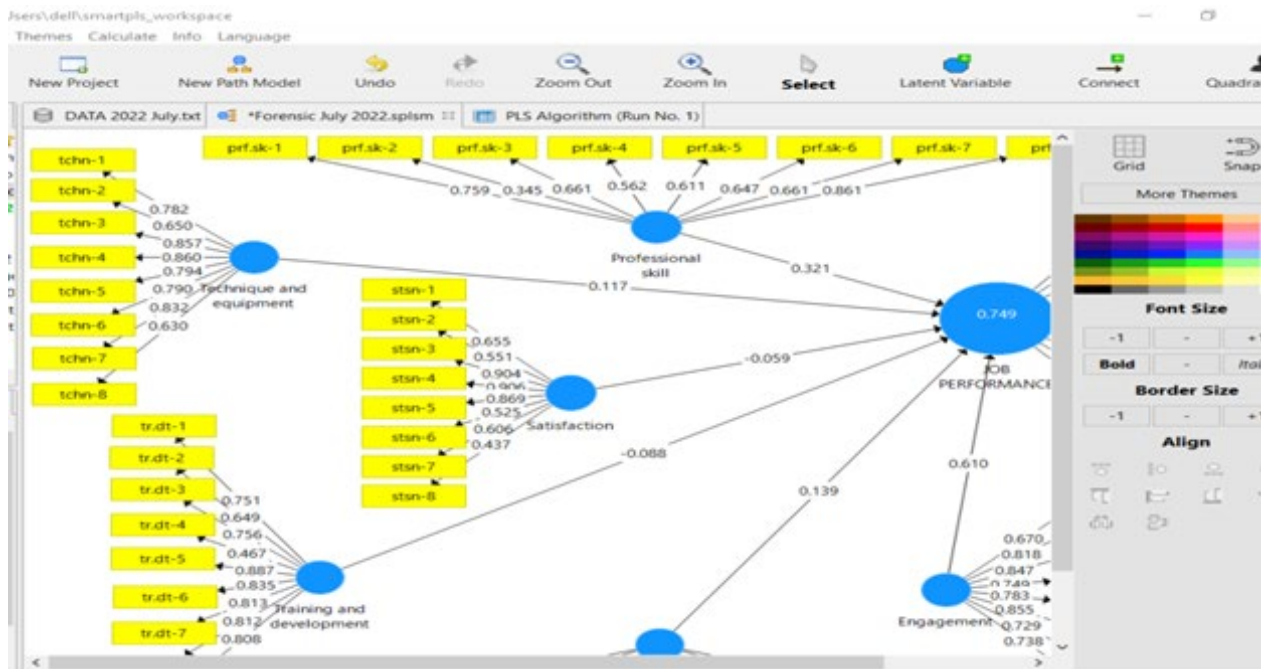
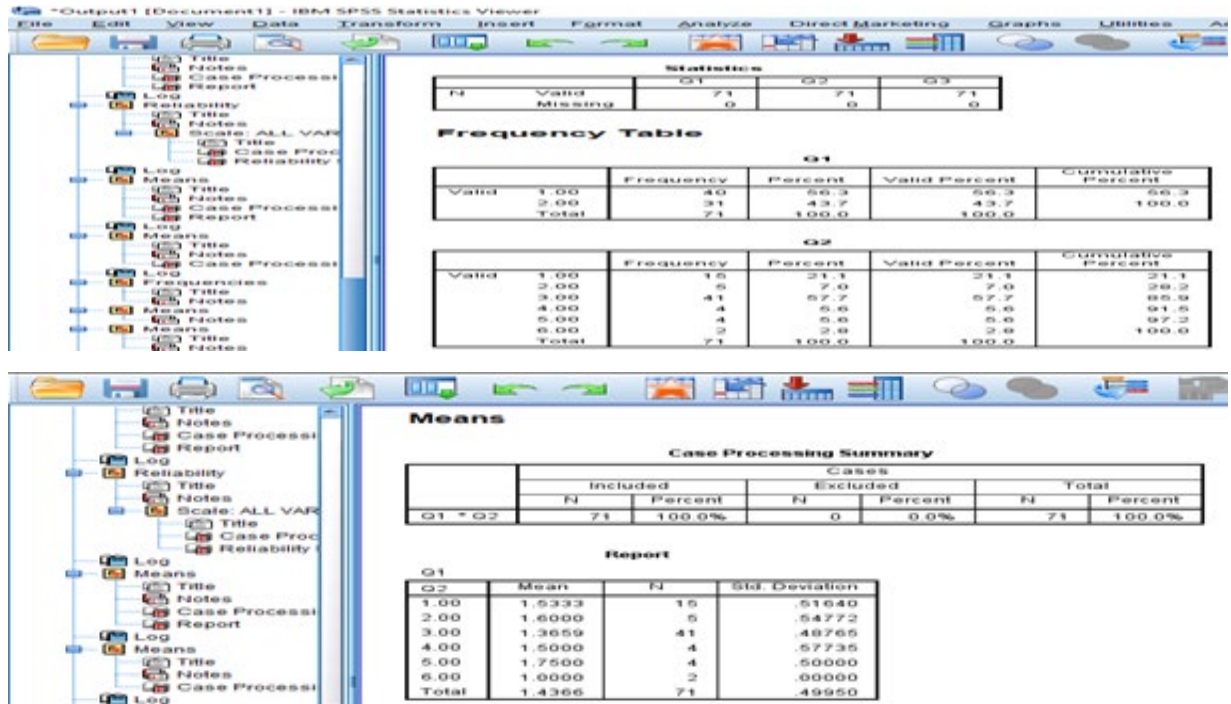
- 1. Our study is limited in time between May and June as fiscal year 2022.
- 2. Only limited study results by SMART PLS-3.0 and SPSS 23.00

software compared with other qualitative research methods in social science same studies.

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Evidence of study



Path Coefficients

	Behavior	Engagement	JOB PERFO...	Professiona...	Satisfaction	Technique a...	Training an...
Behavior			0.139				
Engagement			0.610				
JOB PERFORMANCE							
Professional skill			0.321				
Satisfaction			-0.059				
Technique and equipment			0.117				
Training and development			-0.088				

R Square

	R Square	R Square Adjusted
JOB PERFORMANCE	0.749	0.695

Outer Loadings

	Behavior	Engagement	JOB PERFO...	Professiona...	Satisfaction	Technique a...	Training an...
JBPRC-1			0.486				
JBPRC-10			0.654				
JBPRC-2			0.395				
JBPRC-3			0.692				
JBPRC-4			0.783				
JBPRC-5			0.666				
JBPRC-6			0.599				
JBPRC-7			0.773				
JBPRC-8			0.791				
JBPRC-9			0.735				
bhvr-1	0.730						
bhvr-2	0.827						
bhvr-3	0.765						
bhvr-4	0.882						
bhvr-5	0.804						
bhvr-6	0.924						

DATA 2022 July.txt *Forensic July 2022.splsm PLS Algorithm (Ru

Outer Loadings

Matrix

	Behavior	Engagement	JOB PERFO...	Professiona...
engt-1		0.670		
engt-2		0.818		
engt-3		0.847		
engt-4		0.749		
engt-5		0.783		
engt-6		0.855		
engt-7		0.729		
engt-8		0.738		
prf.sk-1				0.759
prf.sk-2				0.345
prf.sk-3				0.661
prf.sk-4				0.562
prf.sk-5				0.611
prf.sk-6				0.647
prf.sk-7				0.661
prf.sk-8				0.861

DATA 2022 July.txt *Forensic July 2022.splsm PLS Algorithm (Run No. 1)

Outer Loadings

Matrix

	Behavior	Engagement	JOB PERFO...	Professiona...	Satisfaction	Technique a...
prf.sk-8				0.861		
stsn-1					0.655	
stsn-2					0.551	
stsn-3					0.904	
stsn-4					0.906	
stsn-5					0.869	
stsn-6					0.525	
stsn-7					0.606	
stsn-8					0.437	
tchn-1						0.782
tchn-2						0.650
tchn-3						0.857
tchn-4						0.860
tchn-5						0.794
tchn-6						0.790
tchn-7						0.832
tchn-8						0.630

DATA 2022 July.txt *Forensic July 2022.splsm PLS Algorithm (Run No. 1)

f Square

Matrix f Square

	Behavior	Engagement	JOB PERFO...
Behavior			0.049
Engagement			0.665
JOB PERFORMANCE			
Professional skill			0.236
Satisfaction			0.006
Technique and equipment			0.027
Training and development			0.018

DATA 2022 July.txt *Forensic July 2022.splsm PLS Algorithm (Run No. 1)

Outer Loadings

Matrix Copy to

	Behavior	Engagement	JOB PERFO...	Professiona...	Satisfaction	Technique a...	Training an...
stsn-8					0.437		
tchn-1						0.782	
tchn-2						0.650	
tchn-3						0.857	
tchn-4						0.860	
tchn-5						0.794	
tchn-6						0.790	
tchn-7						0.832	
tchn-8						0.630	
tr.dt-1							0.751
tr.dt-2							0.649
tr.dt-3							0.756
tr.dt-4							0.467
tr.dt-5							0.887
tr.dt-6							0.835
tr.dt-7							0.813
tr.dt-8							0.812
tr.dt-9							0.808

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extrac...	Copy to Clipboard:
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	
Behavior	0.941	0.970	0.950	0.703	
Engagement	0.904	0.909	0.923	0.602	
JOB PERFORMANCE	0.856	0.874	0.887	0.448	
Professional skill	0.815	0.842	0.850	0.427	
Satisfaction	0.849	0.897	0.880	0.495	
Technique and equipment	0.905	0.922	0.924	0.606	
Training and development	0.907	0.923	0.924	0.581	

Discriminant Validity

Fornell-Larcker Criteri...	Cross Loadings	Heterotrait-Monotrait R...	Heterotrait-Monotrait R...	Copy to Clipboard:	Excel Fo		
	Behavior	Engagement	JOB PERFO...	Professiona...	Satisfaction	Technique a...	Training an...
Behavior	0.838						
Engagement	0.468	0.776					
JOB PERFORMANCE	0.552	0.786	0.669				
Professional skill	0.488	0.408	0.628	0.653			
Satisfaction	0.456	0.697	0.588	0.417	0.703		
Technique and equipment	0.282	0.542	0.570	0.516	0.563	0.779	
Training and development	0.407	0.480	0.467	0.524	0.470	0.559	0.762

Path Coefficients

Mean, STDEV, T-Values, P-Va...	Confidence Intervals	Confidence Intervals Bias C...	Samples	Copy to Clipboard:	
	Original Sa...	Sample Me...	Standard D...	T Statistics (...)	P Values
Behavior -> JOB PERFORMANCE	0.139	0.214	0.257	0.542	0.588
Engagement -> JOB PERFORMANCE	0.610	0.520	0.194	3.146	0.002
Professional skill -> JOB PERFORMANCE	0.321	0.314	0.161	1.998	0.046
Satisfaction -> JOB PERFORMANCE	-0.059	-0.009	0.146	0.407	0.685
Technique and equipment -> JOB PERFORMANCE	0.117	0.080	0.174	0.669	0.503
Training and development -> JOB PERFORMANCE	-0.088	-0.072	0.156	0.564	0.573

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