

Enhancing Job Performance in the Hospitality Sector: Exploring the Role of Employee Engagement, Multitasking, Organizational Culture, and Recruiting Practices

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ABSTRACT

In a time marked by the urgent need to enhance the quality and productivity of Mongolia's hospitality sector, this research aimed to boost job performance through increased employee engagement and the identification of influencing factors. Initially, core indicators such as increased employee engagement, multitasking jobs, and organizational culture were analyzed to understand their individual and collective impacts on job performance. The study delved into the multitasking nature of hospitality employment where employees must juggle multiple tasks simultaneously, and the fluctuating nature of organizational culture aligns with Mongolia's seasonal attributes. Given the industry's characteristics and workforce instability, the research conducted a comparative analysis focusing on human resource recruiting practice as the controlling variable. A total of 155 hospitality industry employees participated in this primary study on employee engagement within the sector. The study's finding revealed that multitasking jobs and organizational culture positively impact job performance by enhancing employee engagement. Additionally, the research highlighted variations in employee engagement and job performance based on specific human resource recruitment methods employed initially.

KEYWORDS

Employee Engagement, Job Performance, Organizational Culture, Multitasking Job, Human Resources Recruiting Practice.

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1. Introduction

The tourism and hospitality industry, much like small and medium-sized enterprises (SMEs) worldwide, has been profoundly affected by the global impact of the Covid-19 pandemic. The post-pandemic period poses significant challenges to the hospitality industry necessitating industry stakeholders to propose multifaceted strategies for redevelopment and rapid revival of established enterprises in the sector. Social stress experienced before and during the pandemic (Wong, 2021), individuals' physical and psychological health issues, has had adverse effects on employees' confidence (Demirović Bajrami et al., 2021), productivity, and workplace stability (Zhong et al., 2021). These factors presented substantial challenges for human resources, underscoring the importance of skilled and committed employees as key asset of the organization (Kaushal & Srivastava, 2021; Bichler et al., 2022).

Similarly, as with many other countries, the operational capacities of hospitality organizations in Mongolia faced severe limitations during the Covid-19 pandemic, leading to the risk of job losses and labor shortages in the industry. Throughout the pandemic quarantine period, labor shortages were notably observed within 78% of tour operators, 68% of tourist camps, 25% of hotels, and 50% of restaurants (The Ministry of Environment, 2022). Simultaneously, the physical and psychological well-being of hospitality service employees has declined. This decline has resulted in a shift in employees' attitudes and engagement toward their work, from proactive involvement to a more self-protective and safety-oriented approach, eventually leading to a sudden increase in the rate of human resource outflow. Despite the low tourism capacity (Sukhragchaa et al., 2021), Mongolia is facing formidable challenges and actively seeking viable and effective solutions to retain stable human resources in hospitality organizations, maintain a flexible human resource strategy, and renew attitudes towards human resource management (HRM) attitude (Salem et al., 2022).

These challenges within the hospitality industry underscore the necessity of adopting an employee-centered approach to human resource management (Azizi et al., 2021) fostering a work environment where employees are not only enthusiastic about their work but also deeply committed to their roles. This context has motivated us to delve into the concept of employee engagement within Mongolian hospitality organizations, exploring modern theories and practices with the ultimate goal of identifying innovative solutions to address the industry's HRM challenges. In the 21st century, characterized by an information and service-based economy, establishing a profound psychological connection and coherence for employees with their work context is crucial (Christian et al., 2011). This underscores the importance of emphasizing a strong connection between organizations and employees through the implementation of a fair and well-structured system of policies and procedures (Guan et al., 2020). Simultaneously, there is a need to focus on the interrelated management of employee satisfaction, engagement, and work-related attitudes (Azizi et al., 2021; Sukhragchaa et al., 2021).

It is a well-established fact that hospitality organizations strive to attract talented and highly skilled individuals to maintain corporate competitiveness and to outsource external expertise for fostering organizational innovation (Nieves & Quintana, 2018). When considering the nature of jobs in the hospitality industry with potentially lower knowledge absorption, the opportunity to enhance employee engagement through talent management strategies may predominately benefit managerial roles (Salem et al., 2022). Conversely, for the vast majority of service or executive personnel, the emphasis should be on cultivating their motivation to fully utilize their knowledge and competencies while creating an environment that encourages them to dedicate their cognitive, emotional, and physical energies toward achieving optimal job performance. In essence, there is a critical need to prioritize increasing employee engagement. While the concept of employee engagement lacks a universal standardized definition (Wang et al., 2022), it is evident that organizations experience thriving business performance when they maintain a high level of employee engagement (Agarwal, 2020; Guan et al., 2020). Employee engagement can be defined as the sincere dedication of one's capacities and resources to their work, furthermore, the success of an organization is significantly influenced by employee engagement, which is shaped by various factors including workplace atmosphere, leadership quality, training and development opportunities, and the recognition and rewards offered to employees (Zainol et al., 2016). Employee engagement is a vital component in fostering a culture of innovation thereby maintaining competitiveness within the organization (Rao, 2016).

In essence, when employees fully utilize their cognitive, emotional, and physical strength to the fullest in their work, they demonstrate higher engagement by embracing new initiatives, executing tasks effectively, advancing their professional development, and making valuable contributions to the company's growth and success. Such genuine efforts reflect employee engagement and act as a primary source of motivation for employees (Andrew & Sofian, 2012). Conversely, a lack of professional skills, insufficient participation in work, low job satisfaction, and motivation invariably lead to reduced employee performance and productivity.

For hospitality service organizations in Mongolia, operational stability fluctuates significantly due to seasonal influences, while human resources stability remains precarious with frequent turnover. Consequently, organizations face a pressing need to retain existing employees and enhance productivity. Managers recognize the pivotal role that fostering a positive organizational culture plays in increasing employee engagement. These circumstances highlight the industry's imperative for the industry to examine the impact of organizational culture and career characteristics on employee engagement and job performance, providing insights into the broader industry landscape. Moreover, the challenge of attracting stable employees prompts industry managers to grapple with questions such as which sources of human resources to utilize, how to execute recruitment strategies effectively, and through whom to deliver job advertisements. Consequently, this underscores the rationale behind studying how human resources recruitment practices correlate with both engagement and performance outcomes.

2. Literature Review and Hypotheses Development

The service industry is characterized by direct interpersonal engagement with clients aimed at ensuring their satisfaction. Besides delivering high-quality services, significant factors influencing customer acquisition and retention include dynamics of employee interactions, intrinsic motivation, and adeptness in service provision. There exists an implicit connection between employees and employers, fostering intrinsic motivation and personal investment in their work. This relationship is expressed through employee engagement, which is a priority for organizations and high-level human resource management strategies. Employee engagement is inextricably linked with labor participation, organizational commitment, loyalty, productivity, and intention toward sustainable work. It indicates the extent to which an employee invests their mental, emotional, and physical energy into their work (Kahn, 1990). Subsequent research has defined employee engagement as the perception of personal meaning and their passion toward their job (Kular, 2008), the experience of positive emotions at one's organization and work (Kosaka & Sato, 2020) there are several types of engagement depending on whether the focus is on work and jobs or companies and organizations. In this paper, we demonstrate the following three points based on comparative analysis of the concepts of work engagement and employee engagement: (a, and having a faith in the future of their work (Nelson & Simmons, 2003). Employee engagement is also described as the emotional and intellectual commitment to the organization, as well as the discretionary effort in one's job (Kular, 2008).

Individuals with high levels of engagement typically exhibit high work participation and motivation. Moreover, they not only exert a positive influence on their colleagues but also demonstrate increased enthusiasm towards their work responsibilities (Chanana & Sangeeta, 2021; Chiwawa & Wissink, 2021; Arwab et al., 2023). The "job involvement" is expressed by the employee's belief that their work holds significance and fulfills certain life (Rothbard, 2001). Employees with low engagement tend to be mentally, physically detached from their responsibilities. The employee engagement increases when the organizational commitment is high, indicating that individual values and interests are consistent with the organizations' (Saks, 2006). According to Rothbard, employee engagement is defined as a stable psychological state towards work encompassing two important components: attention and absorption.

Various scientific methods have been proposed for measuring and utilizing employee engagement, reflecting different conceptualizations. Development Dimensions International (DDI) gauges engagement using three indicators: cognitive (an acceptance and an alignment with the organization's goals and values), affective (a sense of pride in being a part of the organization), and behavioral (a desire for stable commitment to the organization). Gallup's Workplace Audit (GWA) defines engagement as "employee involvement, job satisfaction, and motivation" and measures employee engagement by identifying these

three factors. Fundamentally, within the framework of Gallup framework, engagement is viewed as being synonymous with job satisfaction. The Utrecht Work Engagement Scale (UWES) is a commonly used method that measures employee work engagement with 17 items in three groups of questionnaires: behavioral, emotional, and cognitive. These measures reflect the vigor, dedication, and absorption of the employee in their work (Schaufeli, 2012) both in business contexts as well as in academia. The term first appeared in the 1990s and meanwhile over 200 scientific publications have appeared on the subject. So it seems that it is time to take stock. The current paper has two main objectives, first to present a brief overview about our current knowledge on engagement (What do we know?). The “Vigor” refers to the intensity, energy and well-being that employees receive from their work, “dedication” refers to the meaningfulness of work to them/employees, and “absorption” indicates employees’ ability to concentrate on their work.

2.1 Influencing Factors to Employee Engagement

As previously discussed highly engaged employees exhibit a positive attitude toward their organization and their work, which leading to high job performance. Researchers have conducted studies to explore the factors that enhance employee engagement and present their findings. The social exchange theory (SET) is commonly used to explain the existence of employee engagement and its influencing factors. According to this theory, individuals perform certain actions based on what they receive from others, a mechanism of reward for value exchange. In the workplace, employees demonstrate a positive attitude and sincere commitment to their work in response to the fair compensation, materialistic and emotional incentives, and support provided by the organization.

The level of employee engagement reflects the satisfaction from both the organization itself and its assigned role. Individual engagement is notably influenced by several factors: 1) meaning of work and characteristics (Kahn, 1990), 2) importance of work (Saks, 2006), 3) problem solving opportunities (Christian et al., 2011), 4) perceived organizational support (Saks, 2006; Christian et al., 2011).

These factors positively impact on an employee’s sense of responsibility (Rich et al., 2010), satisfaction, organizational commitment (Saks, 2006), and job performance and reduce their intention to quit (Maslach & Leiter, 2008; Robbins & Judge, 2016; Dwi Ardian et al., 2023).

2.2 Multitasking Roles and Employee Engagement

Employees often perceive their work as a reflection of their own identity, finding it meaningful when it holds value for the organization and aligns with their desired level of position and status (Kahn, 1990). The significance of work extends beyond monetary and material rewards; it is rooted in the sense of self-expression, professional pride, the fulfilment of challenging tasks, contribution to others well-being, and societal betterment (Rosso et al., 2010). Employees tend to be more productive and proactive when the tasks they engage in align with their career goals, personal interests, and expectations (Ros et al., 2015). In multitasking, individuals view themselves as embracing challenges, acquiring new knowledge, and experiencing personal growth believing it serve as a valuable incentive for their career pathway. Although multitasking can harm performance, engagement is high when it aligns with the individual’s goals, values, and career path supported by numerous research studies. Autonomy in the workplace, perceived importance of work, performance feedback, and encountering novelty in tasks positively impact on employee engagement (Christian et al., 2011; Asghar et al., 2020). In this study, the term “multitasking job” refers to the simultaneous performance of multiple tasks at the same time and examines its influences on employee engagement. The hospitality industry, specifically values multitasking as an essential skill (Asghar et al., 2020), requiring soft interpersonal skills for quality service and effective task switching. This multitasking demand likely contributes to workforce reduction and decreased engagement due to lowered confidence and increased turnover.

Conducting multiple tasks simultaneously, such as welcoming and serving a customer, is likely to impact employee job satisfaction and performance. Considering the hospitality industry’s nature, the following hypothesis examines how multitasking affects employee engagement and job performance.

H1a. Multitasking job directly and positively affects employee engagement.

H1b. Engagement serves as a mediator in the relationship between multitasking and job performance.

2.3 Organizational Culture and Employee Engagement

Organizational culture significantly shapes and influences business and social interactions within an organization. Regardless of an organization's success, each entity establishes or nurtures an internal culture that aligns with its goals and values.

Hospitality organizations vary widely, including family-owned businesses, micro, small, and medium-sized enterprises, and service-oriented establishments each forming a unique organizational culture tailored to their business activities. It's crucial to avoid assuming that only large organizations have strong cultures, while small organizations inherently possess weak one. Organizational culture can vary across organizations influenced by factors, like leadership, history, industry, and organizational values.

According to the Edgar Schein organizational culture comprises a collective set of common values, beliefs, attitudes, experiences, business principles, traditional customs, and people's behavior (Schein, 2004) Organizational culture encourages and discourages employees from engaging in fair and appropriate behavior at work (Reis et al., 2016). In organizations with positive and innovative cultures, employees engage in open communication, collaboration, mutual assistance, and collective problem-solving striving for success (Cooke & Szumal, 2000; Balthazard & Cooke, 2004). Conversely, in organizations with passive and weak culture, employees may be risk-averse, overly dependent on management, seek approval for their actions, and may display behaviors such as avoidance or resistance towards their colleagues (Cooke & Szumal, 2000; Balthazard & Cooke, 2004).

In terms of organizational behavior science, identifying factors that exemplify organizational culture serves as a fundamental tool for management. Indeed, when employees have a positive impression of the organizational culture and work environment, their confidence in the organization is effectively built which leads to a greater propensity to accomplish their tasks with sincerity and commitment. This, in turn, results in increased employee engagement and enhanced job performance. The organizational culture includes the concept of quality of relationships among members within the organization (Kang & Sung, 2017), the availability of opportunities for employee development, the nature of management relationships, the effectiveness of leadership practices (Sulaiman & Abdullah, 2023), the well-structured performance and control systems, fair compensation mechanisms (Ariasih et al., 2023), and clarity of organizational vision and mission (Sirisetti, 2012). As an example, a well-defined organizational vision can serve as a powerful motivation for employees, prompting them to prioritize the organization's objectives over personal interests. Furthermore, a favorable relationship between employees and management promotes an environment where the employees feel comfortable sharing their perspectives working more creatively, and collaborating with other employees (Kang & Sung, 2017). Through a diligent focus on factors that represent organizational culture and accurate strategic management, employee engagement can be elevated, subsequently leading to a positive impact on job performance.

H2a. Organizational culture directly and positively affects employee engagement.

H2b. Engagement serves as a mediator in the relationship between organizational culture and job performance.

2.4 Employee Engagement and Job Performance

Employee engagement not only cultivate a drive to achieve the goals and objectives of the organization but also significantly influence the ultimate outcomes and success of the organization (Liu et al., 2022). Service employees demonstrate a high level of engagement and consistently endeavor to provide maximum satisfaction to all stakeholders including employers, fellow employees, and customers who are overly impressed by their job performance. Employee engagement impacts customer loyalty through service quality and atmosphere (Salanova et al., 2005), which in turn directly correlates with to job performance (Ismail et al., 2019; Satata, 2021; Bhardwaj & Kalia, 2021). As a consequence, organization management must periodically assess levels of employee engagement periodically in order to increase their motivation toward their role. Prioritizing employee engagement not only improves individual and

organizational performance outcomes (Liu et al., 2022), but also fosters greater self-efficacy, and reduces employees' burnout or turnover rates (Yu et al., 2020; Arwab et al., 2023; Shantz et al., 2013). Employees with high engagement do not only exhibit physical but also mental and psychological dedication to their work. They execute their responsibilities effectively and manage themselves to fulfill the goals proactively (Kahn, 1990), so that, organizations devote an investment to create a favorable working environment where employees are physically, mentally, and psychologically engaged in the organization with a result of high job performance. For instance, employees who rely on more physical strength to perform their job demonstrate diligence and resilience in managing the workload (Brown & Leigh, 1996), conversely employees with high level of mental engagement demonstrate increased alertness, attentiveness, and task-oriented behaviors.

In the case of employees exhibiting emotional engagement, motivation stems from positive relationships, an optimistic attitude, and supportive interactions. Consequently, organizations must facilitate a work environment and provide ample material resources, encourage expressing their opinions, offer opportunities for personal growth, and maintain effective and seamless communication among employees to achieve eventual goals of higher participation and performance (Ashforth & Humphrey, 1995; Sulaiman & Abdullah, 2023). To conclude the aforementioned factors, we propose the following hypothesis that employees with high engagement demonstrate a high level of job performance.

H3: There is a direct and positive relationship between employee engagement and job performance.

2.5 Human Resource Recruiting Practice and Employee Engagement

The Employees' performance is significantly influenced by the effective implementation of the organization's human resource management functions. In this sense, extensive research explores the impacts on human resources components including recruitment, employment, compensation policy, and employee training and development on employee engagement and job performance. While ample research the overall impact of recruitment and selection processes on employee performance and engagement (Albrecht et al., 2015; Djatmiko et al., 2020; Alola & Alafeshat, 2021; Saks, 2022), there remains a notable gap in the literature regarding the specific influence of different HR methods used for recruitment. In particular, there is a lack of research examining relation between various HR methods for hiring employees may affect their level of engagement and subsequent job performance. The act of attracting skilled, talented, high-performing, success-oriented individuals rely heavily on the effectiveness of the HR recruitment and selection process (Chandra, 2013), moreover, when appropriate use of HR tools to assist and support new employees in adapting to the organization, teams, and role can harness the initial enthusiasm and excitement of new employees, thereby fostering the greater engagement (Albrecht et al., 2015).

The source of attracting skilled candidates obviously relates to the industry and occupational specifications as well as the requisite knowledge and skills are being sought from the potential candidates. Nieves and Quintana noted that service-oriented organizations should assess candidates not solely based on their knowledge and skills but also concerning attributes such as interpersonal communication skills and team spirit, however, the researchers do not specify the origins or channels from which HR sources can be drawn (Nieves & Quintana, 2018). The process of sourcing human resources from both external and internal channels is a preliminary step before official recruitment. External sources for recruitment include activities such as headhunting, public advertisement, collaborating job agencies, among others. Internal sources, on the other hand, contain methods like employee referrals, recommendations, and endorsements from family members, and rehiring former employees. Human resource management practices entail analysis and strategic planning to determine which of these resources is most suitable for a particular position (Armstrong, 2010; Muscalu, 2015).

In Mongolia's tourism and hospitality industry, human resource management is not as well-established as in other industries, caused by high labor turnover. As a result, instead of recruiting highly skilled and capable individuals, many organizations have no choice but to hire most of the applicants who expressed their interest in employment regardless of their qualifications. Given the context, our research aims to analyze which HR recruitment sources/channels lead to higher levels of employee engagement and job performance regardless of employees' career differences.

H4. Employee engagement and job performance vary depending on the source of human resource recruitment.

3. Methods

3.1 Research Methodology and Data Collection

The research was undertaken using a quantitative research methodology, wherein the effects of independent variables and dependent variables were measured and analyzed utilizing an experimental research design. The research utilized the Structural Equation Model (SEM) within the SmartPLS to generate the results. The quantitative research methods were used to assess both the direct and indirect effects between variables. The theoretical basis of the study, “job performance” is identified as the dependent variable, “multitasking job” and “organizational culture” were considered as independent variables, while “employee engagement” is an intermediate variable serving as the link between the dependent and independent variables. Furthermore, to assess the differences in employee engagement and job performance based on the source of human resource recruitment, the research conducted an analysis of Independent Two-Sample t-tests and Cross Tabulation on SPSS.

The research sample was chosen from the employees of the organizations participating in the annual professional exhibition of the hospitality industry. The exhibition was held on April 5-7, 2023, with a total of 250 tour operators participating in the expo. The survey used a random sampling method, where 200 printed questionnaires were distributed, out of these 155 valid responses were collected and processed for analysis. The sample size was determined by the simple random sampling formula based on the assumption that the population has a normal distribution aiming for a minimum optimal sample size with a 95% confidence level and a margin of error of $\pm 5\%$. Considering a population size of 250, the analysis was based on careful examinations of 155 surveys, which were deemed sufficiently representative of the population.

3.2 Research Questionnaire Development

Employee engagement: The main characteristic of employee engagement is that employees direct their focus, resources, and energy wholeheartedly toward their tasks. Engaged employees dedicate their full potential to fulfilling their duties which leads to increased responsibility and work quality (Bakker & Demerouti, 2008). We applied the UWES methodology to evaluate employee engagement within the hospitality industry, focusing on employees' levels of vigor, dedication, and absorption at the workplace. Thus, for assessing indicator “vigor”, 3 questions out of 6 were answered such as “I feel energetic at work, I feel more determined and active at work” for assessing indicator “dedication” 3 questions out of 5 were answered those are “I am enthusiastic about my job, I'm proud on the work that I do”, and lastly for assessing “absorption” 3 questions were answered out of 6 “I forget everything else around me, I am immersed in my work”. A total of 9 items were selected to be rated by participants on a 5-point Likert scale (1=not at all to 5=extremely yes).

Multitasking job: To assess the acceptance of multitasking behavior among hospitality industry employees, we utilized the survey developed by (Bluedorn et al., 1999; Asghar et al., 2020). This survey was used to measure employees' attitudes and behaviors related to multitasking in the workplace. In this part of the study, 4 questions such as “I enjoy multitasking” and “I believe that employees should strive to perform multitasking activities during working hours” were asked employees to indicate their response on a 5-point Likert scale (1=strongly disagree, 5=strongly agree).

Organizational culture: To assess employees' perceptions of the organizational culture, we developed surveys based on the Organizational Culture Assessment Instrument (OCAI), Denison's Organizational Culture Survey, and the Hospitality Culture Scale (HCS) (Dawson et al., 2011). These tools were selected to provide a comprehensive understanding of how employees perceive the culture within their organization. In this process, 9 questions which include the aspects of organizational culture such as clarity of the mission, employee involvement in decision-making, the quality of the relationship between manage-

ment-employee, the rationality of performance evaluations, and the organization's adaptability to risk and change were asked to rate this aspects on 5-point Likert scale (1=strongly disagree, 5=strongly agree) to provide insights into the organizational culture as perceived by the workforce.

Job performance: In hospitality organizations, employees have direct face-to-face interactions with customers, thus employees' job performance evaluation criteria differ from other businesses (Yu et al., 2020). Job performance in the industry is often measured by the quality of customer interactions and satisfaction. Hence, when determining the job performance of hospitality employees, the assessment focused on their communication skills with customers and their self-perception of communication skills in customer service. For instance, "I believe my ability to communicate with the customer are better than my other colleagues" and "I am one of the top 10 employees at my workplace according to customer surveys". These statements were rated on a 5-point Likert scale (1=strongly disagree, 5=strongly agree).

Human resource recruitment: In this part, from the external and internal sources of human resources recruitment, we utilized the most common HR channels in Mongolia which are "job announcements, "recommendations and advice from friends and acquaintances," and the "family influence. Respondents were requested to indicate their usage of these channels, with "yes"=0 and "no"=1.

4. Results

4.1 Profiles of the Respondents

56.1% of the survey respondents are female and 69% of them are in the age range of 20-39 years old. In terms of business activity, 45.2% are employed in the hotel service, while 25.2% are in the food and beverage production and service sector. Additionally, 60.0% of all participants hold relevant qualifications, and 67.8% hold 1-5 years of work experience in their respective fields.

Table 1. Profiles of the Respondents (N=155)

	Frequency	Percentage
Gender		
Female	87	56.1
Male	68	43.9
Age		
16~19	19	12.3
20~29	53	34.2
30~39	54	34.8
40~49	20	12.9
50~59	7	4.5
60 and above	2	1.3
Employment Service Type		
Hotel	70	45.2
Restaurant	39	25.2
Tourist camp	8	5.2
Resort	6	3.9
Food supply and delivery services	14	9.0
Others	18	11.5

Position		
Staff/ Specialist	70	45.2
Head	23	14.8
Managers Of Departments	27	17.4
Owner/ Director	14	9.0
Others	21	13.5
Years of experince in hotel industry		
Less than 1 year	39	25.2
2~5 years	66	42.6
6~10 years	21	13.5
11~15 years	25	16.1
16~20 years	1	0.6
Longer than 21 years	3	1.9

Source: Own Elaboration

4.2 Assessment of the Measurement Model

4.2.1 Explanatory factor analysis

PLS-SEM offers solutions for small sample sizes when the model consists of multiple constructs and a large number of items (Hair et al., 2017). According to the developed research design, the Structural Equation Modelling method was the most appropriate for data analysis. Within the Structural Equation Modelling framework, the first step is to evaluate the reliability and consistency of the variables representing the model (DeCoste, 1998). The values of the 4 variables used to measure our research model range from 0.667 to 0.888, indicating that these sets of questionnaires effectively represent their respective variables.

Table 2. Factor Analysis Results

		EE	JP	Mt	OC
EE1	I feel energetic at work	0.687			
EE2	I feel more determined and active at work	0.702			
EE3	I am eager to go to work after I wake up	0.765			
EE4	I am passionate about my job	0.721			
EE5	I feel full satisfaction from my job	0.798			
EE6	I feel proud of my job	0.874			
EE7	I have heavy workload, but I genuinely enjoy my job	0.782			
EE8	I am deeply focused when I am working	0.840			
EE9	I often remain patient even when there is a challenge or setback at work	0.766			
JP1	I am a good executer		0.888		
JP2	I outperform my colleagues in terms of sales		0.889		
JP3	I am one of the top 10 employee of our company		0.874		
JP4	I excel n customer interaction than anyone else		0.854		

Mt1	I enjoy multitasking	0.769
Mt2	I believe that employees should strive to perform multitasking activities during working hours	0.863
Mt3	I believe that employees perform better when they are assigned multiple roles and responsibilities	0.662
Mt4	I believe it is acceptable to assign multiple goals and tasks to employees	0.682
OC1	My duties, responsibilities and work authority are all well-defined	0.833
OC2	I feel comfortable to express my opinions at work	0.818
OC3	I am allowed to participate in the organizational decision-making process.	0.784
OC4	Attitude and communication of organization management and executives are favorable	0.873
OC5	The vision and mission of the organization is clear	0.682
OC6	My performance criteria, indicators and evaluations are optimal	0.750
OC7	Any conflicts arising in our organization are resolved positively	0.843
OC8	I am willing to accept and absorb any changes at work	0.856
OC9	I am willing to accept and embrace any risk in performing my job	0.826

Source: Own Elaboration

4.2.2 Multicollinearity

The Variance Inflation Factor (VIF) is used to evaluate multicollinearity between parameters (Fornell & Larcker, 1981). In our research, the VIF (outer model) value of each of the 26 parameters was less than 5.0, or between 1.607 and 3.836. SEM also measures the relationship between two or more variables /constructs/ at once, which is tested by Common Method Bias (CMB) (Low et al., 2021). The VIF (Inner model) value in our study was between 1.00 and 1.278, indicating the absence of CMB.

4.2.3 Convergent validity

Reliability analysis of variables is typically assessed by using two methods: Cronbach Alpha and Composite reliability (CR). We found that the Cronbach Alpha of 4 groups of indicators in our study was more than 0.6 (0.744-0.934) and the CR coefficient was over 0.8 (0.834-0.944). Convergence Validity was also tested by performing Average Variance Extracted (AVE) analysis and the condition of AVE coefficient value above 0.5 was followed (Fornell & Larcker, 1981; Hair et al., 2019). As shown in Table 3, the AVE values for employee engagement, job performance, multitasking, and organizational culture were 0.597, 0.768, 0.560, and 0.655, respectively. This confirms that the selected variables are statistically reliable in terms of reliability and optimal in terms of validity, allowing the research to proceed.

Table 3. Reliability, Convergent, and Discriminant Validity

Factors	Cronbach's Alpha	rho_A	CR	AVE	(1)	(2)	(3)	(4)
E Engagement (1)	0.916	0.927	0.930	0.597	0.773			
Job Performance (2)	0.900	0.908	0.930	0.768	0.399	0.876		
Multitasking (3)	0.744	0.774	0.834	0.560	0.705	0.460	0.748	
Org culture (4)	0.934	0.942	0.944	0.655	0.546	0.618	0.466	0.809

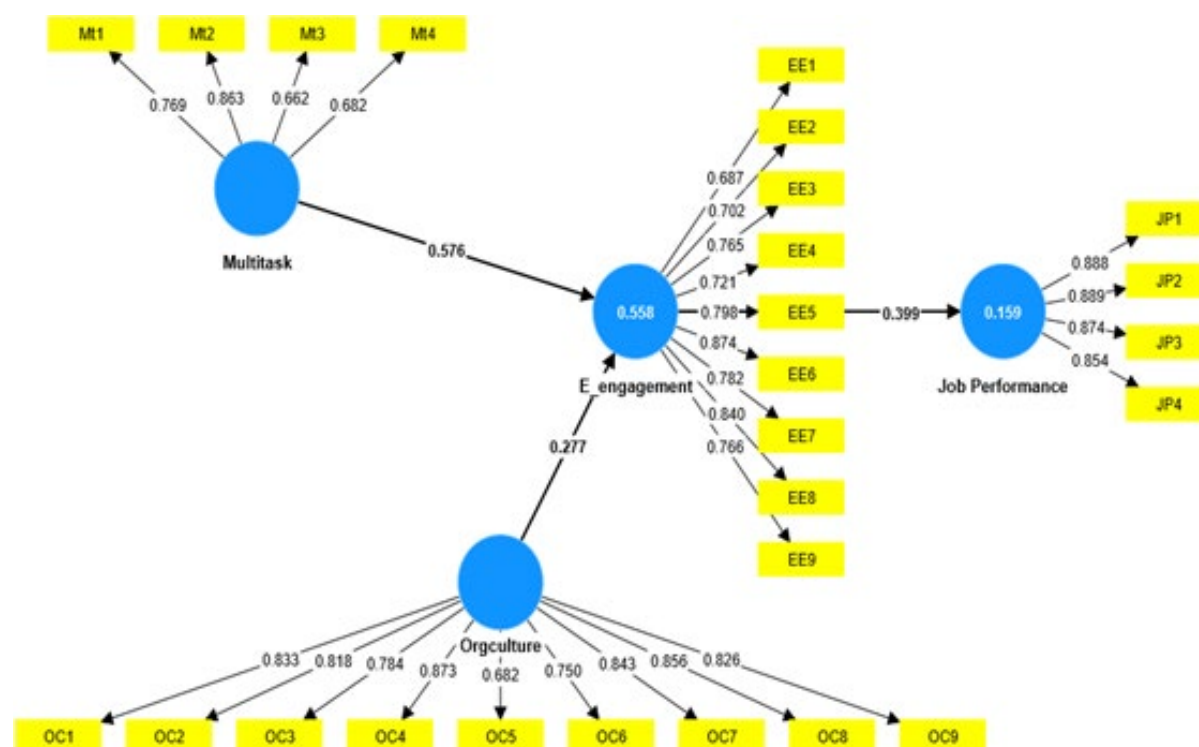
Source: Own Elaboration

4.3 Assessment of Structural Model

The foundation of any model evaluation should be the overall goodness of fit of the model. The data contain more information than the model can represent if the model does not fit the data (Henseler, 2017). The model fit was tested by the Standardized Root Mean Square Residual (SRMR) and Normed Fit Index

(NFI), respectively. SRMR values greater than 0.10 are considered inadequate, while values less than 0.08 are considered acceptable (Hu & Bentler, 1999). NFI values closer to 1 are also considered acceptable, and values above 0.9 are also generally considered acceptable (Bentler & Bonett, 1980). In the evaluation of our model, the SRMR value is 0.076 and the NFI value is 0.986, indicating that our model is compatible. According to the structural equation model, the R² value of the variable equals 0.159 which triggered the variables of multitasking (Mt), organizational culture (OC) and employee engagement (EE) to change the variable of job performance (JP) by 15.9% The R-squared (R²) value for the mediating variable is 0.558. This indicates that the variables of multitasking and organizational culture collectively account for 55.8% of the variance in employee engagement (EE).

Figure 1. Structural Model



Source: Own Elaboration

4.3.1 Direct effect

In path analysis, using PLS-SEM bootstrapping 5000 sample, employee engagement (EE) is directly and positively related to job performance (JP) ($\beta = 0.399$; t -value = 3.964; $p < 0.05$); multitasking (Mt) is directly and positively related to employee engagement (EE) ($\beta = 0.576$; t -value = 8.883; $p < 0.05$); organizational culture (OC) has also a direct and positive effect on employee engagement ($\beta = 0.277$; t -value = 3.345; $p < 0.05$), (shows in Table 4). Thus, our hypotheses H1a, H2a, and H3 are confirmed.

Table 4. Results of Hypothesis Tests for Direct Effect Analysis

	Relationship	Beta	SE	t value	p values	Hypothesis
H1a	Multitasking -> E_engagement	0.576	0.580	8.883	0.000***	Supported
H2a	Orgculture -> E_engagement	0.277	0.284	3.345	0.001**	Supported
H3	E_engagement -> Job Performance	0.399	0.402	3.964	0.000***	Supported

*** $p < 0.00$; ** $p < 0.05$; * $p < 0.1$

Source: Own Elaboration

4.3.2 Indirect effect

According to the research model, the relationship between multitasking job (Mt) and job performance (JP) was significant ($\beta = 0.110$; $t\text{-value} = 2.061$; $p < 0.05$) when examining employee engagement (EE) as a mediating variable. Also, the relationship between organizational culture (OC) and job performance (JP) was significant ($\beta = 0.230$; $t\text{-value} = 4.081$; $p < 0.05$) when examining employee engagement (EE) as a mediating variable. Therefore, hypotheses H1b and H2b are confirmed.

Table 5. Results of Hypothesis Tests for Indirect Effect Analysis

	Relationship	Beta	SE	t value	p values	Hypothesis
H1b	Orgculture -> E_engagement -> Job Performance	0.110	0.117	2.061	0.039**	Supported
H2b	Multitasking -> E_engagement -> Job Performance	0.230	0.231	4.081	0.000***	Supported

*** $p < 0.00$; ** $p < 0.05$; * $p < 0.1$

Source: Own Elaboration

4.4 Independent Two-Sample t-tests

To test Hypothesis 4, we analyzed to determine if any differences were using 2 sampling criteria between variables within groups categorized by high and low levels of employee engagement and job performance. It appears that there was a significant difference in employee engagement based on the source of human resources recruitment. Employees who entered through recommendations of friends and acquaintances and job advertisements showed a difference in their engagement levels. However, there was no significant difference observed workers who entered through family influence. This suggests that the source of recruitment can impact employee engagement.

There was a notable difference in employee engagement based on the source of human resources recruitment. Employees who were hired through recommendations of friends and acquaintances and job announcements showed a difference in their engagement levels. There was no significant difference observed among employees who were hired through family influence. The results of the Independent Two-Sample *t*-tests and Crosstabulation analysis are shown in Table 6 and Table 7.

Those are: 1/ 31% of the employees who entered through recommendations of friends and acquaintances had low engagement (mean=1.18) and the remaining 69% of employees had high engagement (mean=1.41); 2/ 34.2% of the employees who entered the job announcements had low engagement (mean=1.29), and the remaining 65.8% had high engagement (mean=1.56).

Table 6. Differences in Employee Engagement

	Employee Engagement HIGH		Employee Engagement LOW		t value	sig
	Mean	Stdev	Mean	Stdev		
Recommended by friends and acquaintances	1.41	0.494	1.18	0.393	-2.567	**
Yes (N=100)	69	69.00%	31	31.00%		
No (N=55)	48	87.30%	7	12.70%		
Through family influence	1.45	0.5	1.55	0.504	1.065	
Yes (N=81)	64	79.00%	17	21.00%		
No (N=74)	53	71.60%	21	28.40%		
Through job advertisement	1.56	0.499	1.29	0.46	-2.910	**
Yes (N=79)	52	65.8%	27	34.2%		
No (N=76)	65	85.5%	11	14.5%		

*** $p < 0.00$; ** $p < 0.05$; * $p < 0.1$

Source: Own Elaboration

Following up, employees who were hired through job announcements exhibited a difference in their job performance, while there was no difference observed for employees who were hired through the

influence of friends, acquaintances, or family, (shows in Table 7). 31.6% of the employees who entered the job advertisement had low performance (mean=1.29), and 68.4% had high performance (mean=1.56).

Table 7. Differences in Job Performance

	Job Performance HIGH		Job Performance LOW		t value	sig
	Mean	Stdev	Mean	Stdev		
Recommended by friends and acquaintances	1.41	0.494	1.18	0.393	-2.567	
Yes (N=100)	72	72.0%	28	28.0%		
No (N=55)	43	78.2%	12	21.8%		
Through family influence	1.45	0.5	1.55	0.504	1.065	
Yes (N=81)	64	79.00%	17	21.00%		
No (N=74)	51	68.9%	23	31.1%		
Through job advertisement	1.56	0.499	1.29	0.46	-2.910	*
Yes (N=79)	54	68.4%	25	31.6%		
No (N=76)	61	80.3%	15	19.7%		

*** $p < 0.00$; ** $p < 0.05$; * $p < 0.1$

Source: Own Elaboration

To conclude the results shown above, Hypothesis H4, employee engagement, and job performance differ depending on the source of human resource recruitment, is partially confirmed.

According to the difference analysis, employees recruited through referrals from friends, an internal source of human resources, exhibit relatively high levels of engagement. This may likely that friends or acquaintances may possess insights into suitable candidates for the job and can recommend individuals who are well-suited for the role. However, it can be assumed that the high levels of engagement and performance of employees recruited through job advertisements is due to the fact that the person is entering the job with a genuine desire to work by his/her own interests. These findings align with the conclusion drawn by Fitri et al. (2021), suggesting that organizations can effectively cultivate qualified and competent employees through the appropriate and effective recruitment resources.

5. Conclusion

5.1 Discussion and Conclusion

The significance of enhancing employee engagement within hospitality organizations stands as a primary concern for industry human resources, given its direct impact on customer satisfaction and the stability of a qualified workforce. However, there exists a notable gap in research conducted within Mongolia on this matter. This study endeavors to explore the factors of 'multitasking' and 'organizational culture' that influence employee engagement within the hospitality sector, taking into account the distinctive characteristics of the industry.

The findings reveal a substantial and positive correlation between job performance on challenging tasks, multitasking, and employee engagement. The multifaceted nature of the hospitality service encompasses a diverse array of tasks and activities, which requires that employees perform a variety of functions and manage workloads effectively, thereby substantiating the exceptionally high level of engagement. Another factor, an indicator, that can directly affect employee engagement is selected as "organizational culture" based on the findings of previous researchers that there is a correlation between organizational culture and employee engagement (Bhardwaj & Kalia, 2021; Liu et al., 2022; Bhardwaj & Chand, 2023). The clarity of mission, decision-making with employee participation, the relationship between management and employees, the rationality of performance evaluation, and the ability to accept risk and adapt to

change were identified as indicators of organizational culture. The results indicated a direct and positive correlation between these factors and employee engagement.

The conclusion undeniably aligns with the statement that when organizations provide positive solutions to the employees such as organizational support (Kimani, 2023), favorable working conditions, transparency, management support, employee care, and genuine concern for their well-being (Arwab et al., 2023), employees are inclined to invest more effort into fulfilling their obligations. This implies a high level of employee engagement (Saks, 2006).

Given that favorable working conditions and employees' self-esteem, (belief in possessing multiple skills) affect job performance through engagement (Rich et al., 2010; Dalal et al., 2012), thus employee engagement was incorporated as a mediating indicator in our analysis. The results of this study proved that having employees multitasking skill increases the level of employee engagement and job performance. Also, it has been empirically affirmed that organizational culture exerts a positive impact on job performance by increasing employee engagement.

In terms of human resource recruiting practice, researchers previously explored the relationship individual's talent, skills, recruitment, and compensation on employee engagement and job performance, yet none of the studies investigated the influence of various human resource recruiting channels (Bakker & Demerouti, 2008; Christian et al., 2011; Alola & Alafeshat, 2021). One of the noteworthy findings of this research was that levels of employee engagement and job performance differed upon the human resource channel in which individuals were initially recruited.

For example, i) the engagement of employees hired through recommendations of friends and acquaintances, or job advertisements is different from that of employees hired through family influence; ii) the job performance of those who were recruited through job advertisements demonstrated a significant difference compared to those who entered through the other two channels. In conclusion, individuals who actively search for suitable positions through job advertisements, aligned with their professional interests, personal interests, and life goals, are more likely to manifest higher levels of engagement and performance in comparison to their counterparts. It would be a biased assumption to rely solely on the human resource recruitment sources for employee retention; however, establishing a linkage between the recruitment process and employee engagement holds significant implication for successful employee retention (Agwu & Nwoke, 2019; Anwar & Abdullah, 2021).

The research has shown practical implications for top-level managers and human resource professionals in the tourism and hospitality sector particularly in the Mongolian context. Theoretical findings have been confirmed that factors such as multitasking and organizational culture have a high impact on job performance by increasing employee engagement. This implies that multitasking within the hospitality industry can lead to increased job performance, rather than decreased performance outcomes. Moreover, if a positive organizational culture can be created in the organization it is potential to improve desired managerial outcomes - the productivity and performance of employees. In order to strengthen employee engagement within the hospitality industry, it is necessary for managers of the organizations to demonstrate effective leadership (Zu & Weerakit, 2022), motivate employees towards achieving organizational goals, provide clear and accurate information (Azmy et al., 2023), and establish a fair system of performance evaluation and incentives (Aidan et al., 2018; Ariasih et al., 2023). Above all, it is crucial to emphasize that fair evaluation of work builds higher trust among employees, leading them to be more willing to contribute their best efforts towards achieving the organization's objectives and enhancing their own well-being (Arwab et al., 2023). Hence, it is imperative for managers of hospitality organizations to prioritize the implementation of effective performance and reward system practices, considering the unique dynamics of the workplace in the industry which will be a strategic approach to fundamental step towards fostering employee retention and promoting high performance within the organization.

5.2 Limitations and Recommendations for Future Study

The survey was randomly sampled from the employees employed within the hospitality industry. Through the analysis of research findings, it can show interrelationship between organizational culture, employee engagement, and work performance within hospitality organizations operating in Mongolia. In future en-

deavors, it will be highly important to utilize probability sampling methods with selecting specific institutions and cases for research purposes.

The methodology and questionnaire in this research can serve as a foundational study for subsequent researchers conducting studies in a similar domain.

Furthermore, studies should include more factors considering the industry's evolving dynamics, these may include: i) global factors such as the impact of the post-Covid 19 pandemic, the digital transformation of hospitality (DX), and the rise of gig workers; and ii) internal factors such as the unique characteristics of family-owned hospitality businesses, the geographical location of the business, and the nature of the destination, all of which can influence employee engagement.

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