



# Assessing the Current State of Human Resource Recruitment: A Case Study of Dairy Farms in Mongolia

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**Abstract:** Our study aims to assess the current state of human resource recruitment in Mongolia's dairy farming sector and to examine how key employee-related factors—professional knowledge, professional experience, professional skills, communication, and attitude—affect organizational management effectiveness. These dimensions were selected as they represent critical components of employee competence and behavioral performance that directly influence recruitment quality and managerial outcomes. The research adopts a quantitative approach, employing hypothesis testing and statistical techniques including reliability analysis, correlation analysis, and path analysis. Data were collected from employees working in dairy farm enterprises, and the proposed model evaluates the relationship between the selected variables and organizational management effectiveness. The findings reveal that professional competence has a statistically significant and positive impact on organizational management. Among the factors examined, professional experience and professional knowledge demonstrate strong effects, while communication and attitude play a crucial role in shaping workplace interactions and employee performance. Professional skills are also found to contribute meaningfully to task execution and overall management efficiency. The results suggest that these factors collectively enhance both individual and team performance within organizations. The study contributes to the literature by providing empirical evidence from the dairy farming sector in Mongolia, a relatively underexplored context in human resource management research. The findings offer practical implications for improving recruitment strategies by emphasizing competence-based selection and the integration of behavioral attributes such as communication and attitude. Strengthening these dimensions is essential for enhancing organizational effectiveness and ensuring long-term sustainability in the sector.

**Keywords:** communication, attitude, professional knowledge, professional skills, human resource recruitment, dairy farms, Mongolia.

## ONE. INTRODUCTION

We acknowledge that there are multiple reasons for conducting analytical research within organizational contexts. In this regard, the present study aims to examine the impact of communication, attitude professional knowledge, professional experience and professional skills, on organizational management, particularly within the context of human resource recruitment in dairy farms in Mongolia.

These factors are considered fundamental, as they shape employee competence, workplace behavior, and ultimately organizational effectiveness. In particular, employee psychology—reflected through communication patterns and attitudes—is crucial for fostering a productive work environment, influencing motivation, teamwork, and overall organizational success.

## **TWO. THEORITICAL CONCEPTS OF STUDY**

### **Communication and HR Recruitment**

Communication is a fundamental component of organizational behavior, referring to the exchange of information, ideas, and feedback among individuals within the workplace. Effective communication facilitates coordination, reduces misunderstandings, and enhances teamwork, which is especially important in dairy farm operations where tasks are interdependent and time-sensitive. Strong communication skills contribute to improved employee performance and organizational cohesion.

Effective communication is a critical determinant of organizational performance, as it facilitates information sharing, coordination, and collaboration among employees. Clear and timely communication enhances task execution, reduces misunderstandings, and supports decision-making processes. Therefore, it is hypothesized that communication has a positive and significant influence on organizational management.

- *H1: Communication has a positive impact on human resource recruitment.*

Attitude represents an individual's psychological tendency expressed through evaluations, feelings, and behavioral intentions toward work and the organization. Positive employee attitudes—such as commitment, responsibility, and motivation—are essential for maintaining a productive work environment. In the context of dairy farms, where working conditions may be demanding, employee attitude significantly influences job satisfaction, retention, and overall performance.

Employee attitude reflects individuals' motivation, commitment, and behavioral orientation toward their work and organization. Positive attitudes contribute to higher levels of engagement, cooperation, and job satisfaction, which are essential for effective management. Accordingly, it is hypothesized that employee attitude positively affects organizational management.

- *H2: Attitude has a positive impact on human resource recruitment.*

Professional knowledge can be categorized into tacit and explicit forms, and their interaction plays a central role in knowledge creation within organizations. This knowledge is continuously developed through social interaction, where individuals exchange expertise, refine practices, and collectively enhance organizational learning. The dynamic relationship between tacit and explicit knowledge within professional communities thus serves as a key driver of innovation and performance.

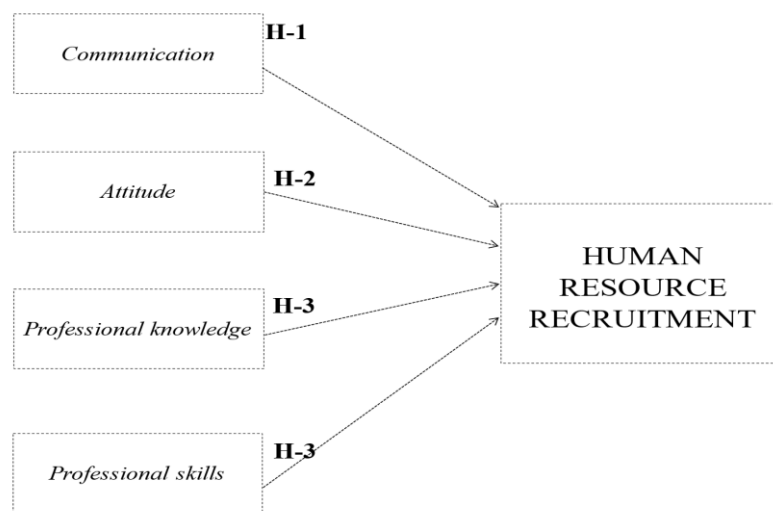
Professional knowledge, encompassing both tacit and explicit forms, provides the cognitive foundation for performing tasks and solving problems within organizations. It supports informed decision-making and enhances the capacity for innovation and adaptation. Thus, it is hypothesized that professional knowledge significantly shapes organizational management.

- *H3: Professional knowledge has a positive impact on human resource recruitment.*

Professional skills are critical for managing interpersonal relationships, teamwork, and leadership. These include self-awareness, self-regulation, empathy, and social skills, all of which contribute to effective communication and positive workplace attitudes. Furthermore, higher-order abilities such as critical thinking and problem-solving are essential for informed decision-making and the successful implementation of organizational strategies.

Professional skills, including technical competencies and interpersonal abilities, are essential for effective task performance, leadership, and teamwork. These skills enable employees to implement strategies efficiently and contribute to organizational goals. Therefore, it is hypothesized that professional skills have a positive and significant contribution to organizational management.

- *H3: Professional skills have a positive impact on human resource recruitment.*



**Figure 1:** The conceptual framework on human resource recruitment.

Source: Own diagram

### **THREE. RESEARCH METHODOLOGY**

This study adopts an empirical research design with a causal approach, aiming to examine cause-and-effect relationships among key variables influencing organizational outcomes. Causal research is particularly concerned with identifying how specific factors contribute to particular actions and responses. According to Cooper et al. (1998), causal analysis typically relies on systematically designed experiments and simulation techniques to establish such relationships. Similarly, Hussey (1997) emphasizes that causal research focuses on identifying variables that explain behavioral patterns and outcomes through their interrelationships.

A variety of statistical software tools are available for data analysis, including SPSS, SmartPLS, SAS, STATPAK, and Excel. Among these, the Statistical Package for the Social Sciences (SPSS) is one of the most widely used due to its accessibility and analytical capabilities. In this study, SPSS and SmartPLS 3.0 were selected because they provide both

user-friendly interfaces and comprehensive statistical functions suitable for advanced analysis.

The data analysis process was conducted in several stages. First, descriptive analysis was performed to organize and summarize raw data into a meaningful and interpretable form, as suggested by Zikmund (2000). Second, reliability testing was carried out using Cronbach's Alpha, one of the most widely accepted measures of internal consistency in social science research. Cronbach (1946) indicates that alpha values closer to 1.0 reflect higher reliability. In practice, values below 0.6 are considered poor, around 0.7 acceptable, and above 0.8 indicate good reliability (D.Baigalmaa., 2021)

Finally, Multiple Regression Analysis was employed to determine the relative influence of independent variables and to identify which dimensions most significantly explain the dependent variable. SPSS was used to perform regression analysis, while SmartPLS 3.0 was applied to test the structural relationships among variables and latent constructs (Lkhagvasuren Bayarsaikhan, 2018).

This combined approach enhances the robustness of the findings by integrating both traditional statistical techniques and structural equation modeling.

#### **FOUR. DATA ANALYSIS AND RESULTS**

Among the respondents, 89 (60.5%) are female and 58 (39.5%) are male. This indicates that the sample is female-dominated, which may reflect the workforce structure in dairy farm operations, where women are often actively involved in daily production activities such as milking, feeding, and animal care. The higher proportion of female respondents suggests that the study findings may be influenced by female perspectives, particularly in relation to work practices, communication, and workplace experiences within dairy farms.

Regarding occupational roles in dairy farms, respondents are categorized into three groups:

Executing level: 85 respondents (57.8%)

Effectuating level: 48 respondents (32.7%)

Administrating level: 14 respondents (9.5%)

This distribution shows that the majority of participants are engaged at the operational (executing) level, performing hands-on tasks such as livestock management and production processes. The effectuating group represents supervisory or coordination roles, while administrative positions—responsible for planning and management—are comparatively limited.

The dominance of executing-level employees indicates that the study primarily reflects frontline operational perspectives in dairy farms, offering practical insights into daily work conditions, labor practices, and employee behavior. However, the relatively small proportion of administrative respondents may limit the inclusion of strategic management perspectives, such as decision-making, policy implementation, and organizational planning.

Furthermore, the combination of a female-majority sample and operational-level dominance may shape the study outcomes, particularly in areas such as communication

patterns, employee attitudes, and workplace environment within dairy farm settings in table 1.

**Table 1:** The general information of respondents

Respondents' characteristics		Frequency	Valid Percentage
<b>Gender</b>	Male	58	39.5%
	Female	89	60.5%
	<b>Total</b>	<b>147</b>	<b>100.00%</b>
<b>Work status/Position</b>	Administrating	14	9.5%
	Effectuating	48	32.7%
	Executing	85	57.8%
	<b>Total</b>	<b>147</b>	<b>100.00%</b>

Description: The results of our study

**Table 2:** The results of construct reliability and validity of study

No	Impacts and factors	Cronbach alpha	CR	AVE
1	Communication	0.728	0.768	0.523
2	Attitude	0.842	0.840	0.584
3	Professional knowledge	0.723	0.724	0.623
4	Professional skills	0.874	0.911	0.573
5	HR recruitment	0.912	0.845	0.530

Description: The results of our study

The reliability and validity of the measurement model in this study of dairy farm organizations were assessed using Cronbach's Alpha ( $\alpha$ ), Composite Reliability (CR), and Average Variance Extracted (AVE). These indicators are widely applied in PLS-SEM to evaluate internal consistency and convergent validity of latent constructs related to workforce and organizational factors in agricultural settings.

### **Reliability Analysis**

Cronbach's Alpha values for all constructs range from 0.723 to 0.912, exceeding the minimum acceptable threshold of 0.70, which indicates satisfactory internal consistency among the measurement items in the dairy farm context. Specifically:

- HR recruitment ( $\alpha = 0.912$ ) and Professional skills ( $\alpha = 0.874$ ) demonstrate high reliability, indicating strong consistency in measuring workforce acquisition and skill-related competencies in dairy farm operations
- Attitude ( $\alpha = 0.842$ ) shows strong internal consistency, reflecting stable measurement of employees' work attitudes in farm environments
- Communication ( $\alpha = 0.728$ ) and Professional knowledge ( $\alpha = 0.723$ ) are acceptable, suggesting moderate but sufficient consistency in capturing communication practices and knowledge levels among dairy farm workers

- Similarly, Composite Reliability (CR) values range from 0.724 to 0.911, all above the recommended threshold of 0.70, confirming that the constructs exhibit adequate to strong internal reliability in explaining employee-related factors within dairy farm organizations.

### **Convergent Validity Analysis**

- Convergent validity is assessed using AVE, where values above 0.50 indicate that the construct explains more than half of the variance of its indicators.
- All constructs report AVE values between 0.523 and 0.623, exceeding the 0.50 threshold, confirming acceptable convergent validity.
- Professional knowledge (AVE = 0.623) shows the strongest convergent validity, indicating that knowledge-related indicators are well captured in dairy farm work settings
- Attitude (AVE = 0.584) and Professional skills (AVE = 0.573) also demonstrate solid validity, reflecting reliable measurement of behavioral and skill-based factors.
- Communication (AVE = 0.523) and HR recruitment (AVE = 0.530) meet the minimum acceptable level, suggesting that while valid, these constructs may require further refinement in agricultural organizational contexts.

Overall, the measurement model demonstrates satisfactory reliability and convergent validity within the context of dairy farm organizations. All constructs meet the recommended thresholds for Cronbach's Alpha, Composite Reliability, and AVE, indicating that the measurement items are consistent and appropriately capture key factors such as communication, attitude, professional knowledge, professional skills, and HR recruitment among dairy farm employees.

However, the comparatively lower values for communication and professional knowledge suggest that these constructs may benefit from further refinement in future studies. This may involve improving questionnaire items, incorporating context-specific indicators (e.g., farm-level communication practices or technical livestock knowledge), or enhancing indicator loadings to better reflect the realities of dairy farm operations.

**Table 3: The path coefficients of study**

Hypothesis	Impacts and factors	Sample mean	Standard deviation	T statistics	P values	Results
H1	Communication → HR recruitment	0.557	0.156	1.092	0.301	No supported
H2	Attitude → HR recruitment	0.224	0.132	1.514	0.308	No supported
H3	Professional knowledge → HR recruitment	0.288	0.184	2.015	0.002	Supported
H4	Professional skills → HR recruitment	0.442	0.327	2.958	0.003	Supported

Description: The results of our study

In our study, we examined the impact of various factors on HR recruitment using T-statistics and P-values to determine the significance of each relationship. The structural model was analyzed using PLS-SEM to examine the relationships between communication, attitude, professional knowledge, and professional skills and their impact on HR recruitment in dairy farm organizations. The results are interpreted based on path coefficients (sample mean), T-statistics, and P-values.

➤ H1: Communication → HR Recruitment

The path coefficient for communication is  $\beta = 0.557$ , indicating a positive relationship with HR recruitment. However, the relationship is not statistically significant ( $T = 1.092$ ,  $p = 0.301 > 0.05$ ).

This result suggests that although communication practices exist within dairy farms, they do not significantly influence recruitment outcomes. One possible explanation is that recruitment in dairy farm settings may rely more on informal networks, local labor availability, or practical skills, rather than structured communication systems. H1 is **not supported**.

➤ H2: Attitude → HR Recruitment

The relationship between attitude and HR recruitment shows a positive but weak effect ( $\beta = 0.224$ ). However, the result is statistically insignificant ( $T = 1.514$ ,  $p = 0.308 > 0.05$ ).

This indicates that employees' attitudes may not play a decisive role in recruitment processes within dairy farms. Recruitment decisions may be driven more by immediate labor needs and task requirements rather than attitudinal or behavioral considerations. H2 is **not supported**.

➤ H3: Professional Knowledge → HR Recruitment

Professional knowledge has a moderate positive effect on HR recruitment ( $\beta = 0.288$ ) and is statistically significant ( $T = 2.015$ ,  $p = 0.002 < 0.05$ ).

This finding highlights that technical knowledge, such as livestock management, feeding systems, and dairy production processes, is an important determinant in recruitment decisions. Dairy farms tend to prioritize candidates who possess relevant knowledge and experience to ensure productivity and efficiency. H3 is **supported**.

➤ H4: Professional Skills → HR Recruitment

Professional skills demonstrate a strong positive effect on HR recruitment ( $\beta = 0.442$ ) and are highly significant ( $T = 2.958$ ,  $p = 0.003 < 0.05$ ).

This indicates that practical skills, such as milking techniques, equipment handling, and animal care, are critical factors in recruitment within dairy farm organizations. Employers place strong emphasis on hands-on capabilities, as these directly impact operational performance. H4 is **supported**.

The results reveal that in dairy farm organizations, professional competencies (knowledge and skills) are the primary determinants of HR recruitment, while soft factors such as communication and attitude do not show significant influence.

This suggests that recruitment in dairy farms is largely task-oriented and skill-driven, reflecting the practical and labor-intensive nature of agricultural work. The findings emphasize the importance of developing technical training programs and skill-based recruitment strategies in the dairy farming sector.

## **FIVE.DISCUSSION**

This study provides empirical evidence on the determinants of HR recruitment in dairy farm organizations, highlighting the relative importance of technical versus behavioral factors. The findings reveal a clear pattern: professional knowledge and professional skills significantly influence recruitment decisions, whereas communication and attitude do not demonstrate statistically significant effects. This distinction offers important theoretical and practical insights.

First, the non-significant effect of communication on HR recruitment contrasts with much of the human resource management literature, where communication is typically considered a critical organizational factor. In the context of dairy farms, however, recruitment processes appear to be less formalized and more dependent on informal hiring practices, such as local labor markets, personal referrals, and immediate workforce availability. This suggests that structured communication systems—often emphasized in corporate environments—may play a limited role in agricultural settings characterized by operational urgency and resource constraints.

Similarly, the lack of a significant relationship between attitude and HR recruitment indicates that behavioral or psychological attributes are not primary selection criteria in dairy farm organizations. While attitude is widely recognized in theories such as Organizational Behavior and Social Exchange Theory as influencing employee outcomes, the findings suggest that in labor-intensive agricultural contexts, recruitment decisions are driven more by functional requirements than by attitudinal considerations. This may reflect the nature of dairy farm work, where task completion, physical endurance, and routine performance are prioritized over interpersonal or motivational attributes during the hiring stage.

In contrast, professional knowledge demonstrates a significant positive effect on HR recruitment, underscoring the importance of domain-specific expertise. This finding aligns with the Human Capital Theory, which posits that individuals' knowledge and competencies enhance productivity and organizational value. In dairy farming, knowledge related to livestock care, feeding systems, and production processes is essential for maintaining efficiency and minimizing operational risks. Therefore, employers are more likely to recruit individuals who possess relevant technical knowledge that can be immediately applied in practice.

Furthermore, professional skills emerge as the strongest predictor of HR recruitment, indicating that practical, hands-on capabilities are highly valued in dairy farm organizations. This result reinforces the argument that recruitment in agricultural sectors is inherently skill-oriented and performance-driven. Skills such as milking, equipment handling, and animal management directly influence productivity outcomes, making them critical selection criteria. The strong significance of this factor suggests that employers

prioritize candidates who can immediately contribute to operational tasks without extensive training.

Overall, the findings suggest that HR recruitment in dairy farms follows a task-oriented and efficiency-driven logic, where technical competencies outweigh soft skills. This diverges from many service or corporate sector models, where communication and attitude often play a more prominent role. The results highlight the contextual nature of HR practices and emphasize the need to adapt recruitment strategies to sector-specific characteristics.

From a practical perspective, these findings imply that dairy farm organizations should focus on developing skill-based recruitment systems and technical training programs. Strengthening vocational education, on-the-job training, and competency-based assessment can enhance workforce quality and organizational performance. At the same time, although communication and attitude were not significant in this study, they should not be entirely disregarded, as they may become more important in team coordination, employee retention, and long-term organizational development.

## **SIX. CONCLUSION**

This study examined the determinants of HR recruitment and organizational management effectiveness in Mongolia's dairy farming sector, with a particular focus on employee-related factors including professional knowledge, professional experience, professional skills, communication, and attitude. Using a quantitative approach and PLS-SEM analysis, the study provides empirical evidence on how these factors influence recruitment outcomes and management performance in an agricultural context.

The findings demonstrate that professional competencies—particularly professional knowledge and professional skills—are the most significant predictors of HR recruitment, confirming that dairy farm organizations prioritize technical capabilities and job-related expertise in their hiring decisions. These results support the assumptions of Human Capital Theory, emphasizing that individuals' knowledge and skills are critical drivers of productivity and organizational effectiveness. In contrast, communication and attitude were found to have no statistically significant impact on recruitment, suggesting that behavioral factors are less influential at the hiring stage in labor-intensive and operationally driven environments.

Overall, the study reveals that HR recruitment in dairy farm organizations is predominantly task-oriented, skill-based, and efficiency-driven, reflecting the practical nature of agricultural work. This highlights the importance of aligning recruitment strategies with sector-specific requirements rather than adopting generalized HR models derived from corporate or service industries.

From a practical perspective, the findings suggest that dairy farm enterprises should prioritize competency-based recruitment systems, focusing on technical knowledge and practical skills. In addition, strengthening vocational training, continuous skill development, and workforce capacity-building programs can enhance both recruitment quality and long-term organizational performance. Although communication and attitude were not significant predictors in this study, they remain important for teamwork, coordination, and

employee retention, and should therefore be integrated into broader human resource development strategies.

This study contributes to the literature by providing empirical insights from the Mongolian dairy farming sector, an underexplored area in HRM research. It underscores the contextual nature of recruitment practices and offers a foundation for future studies to further examine the interaction between technical competencies and behavioral factors across different agricultural and rural organizational settings.

### **SEVEN. LIMITATIONS AND FUTURE RESEARCH**

Despite its contributions, this study has several limitations. First, the research is based on a cross-sectional design, which limits the ability to establish causal relationships over time. Future studies could adopt longitudinal approaches to better capture changes in recruitment practices and workforce dynamics in the dairy farming sector.

Second, the sample is limited to a specific group of dairy farm employees, with a relatively high concentration of operational-level workers and female respondents, which may affect the generalizability of the findings. Future research should consider larger and more diverse samples, including managerial-level participants and different regions, to enhance representativeness.

Third, the study focuses primarily on selected individual-level factors, while organizational, institutional, and environmental variables (such as labor market conditions, government policies, and technological adoption) were not included. Future research could incorporate these broader factors to develop a more comprehensive model of HR recruitment in agricultural sectors.

Finally, although communication and attitude were found to be statistically insignificant in this study, their potential indirect effects—such as on employee retention, job satisfaction, and team performance—were not examined. Future studies are encouraged to explore mediating and moderating relationships, as well as to apply advanced techniques such as PLS-SEM multi-group analysis or structural modeling with additional constructs, to deepen understanding of human resource dynamics in dairy farm organizations.

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