



STUDY OF WORKLOAD AND EMPLOYEE COMPETENCE TOWARDS EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE

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Abstract

Employee performance that is not as expected has an impact on the overall performance of the organization, so the focus of this study is to examine the influence of workload, competence on employee performance through organizational commitment studies on employees of PT Hitachi Metals Indonesia Cilegon with a total sample of 100 employees in the Quality Control Division, the data collection technique used is the distribution of questionnaires with a Likert scale as a rating scale, In this study, the hypothesis is tested using path analysis with SPSS and the Sobel Test, and the results show that workload has a positive effect on commitment and performance, and competence has a positive effect on employee commitment and performance. While organizational commitment can mediate between workload and performance, as well as competence and performance.

Abstrak

Prestasi kerja karyawan yang tidak sesuai dengan harapan berdampak pada kinerja keseluruhan organisasi. Oleh karena itu, fokus dari studi ini adalah untuk mengkaji pengaruh beban kerja dan kompetensi terhadap kinerja karyawan melalui studi komitmen organisasional pada karyawan PT Hitachi Metals Indonesia Cilegon dengan total sampel sebanyak 100 karyawan di Divisi Pengendalian Kualitas. Teknik pengumpulan data yang digunakan adalah distribusi kuesioner dengan skala Likert sebagai skala penilaian. Dalam penelitian ini, hipotesis diuji menggunakan analisis jalur dengan SPSS dan Uji Sobel, dan hasil penelitian menunjukkan bahwa beban kerja memiliki pengaruh positif terhadap komitmen dan kinerja, serta kompetensi memiliki pengaruh positif terhadap komitmen dan kinerja karyawan. Sementara itu, komitmen organisasional dapat menjadi mediator antara beban kerja dan kinerja, serta antara kompetensi dan kinerja.

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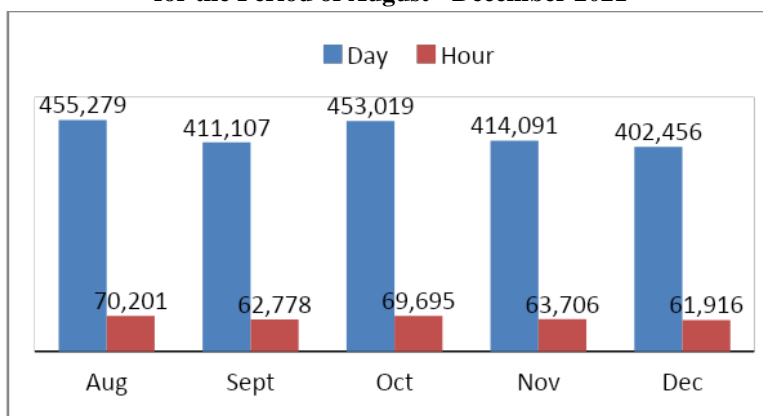
INTRODUCTION

Human resource management activities will face many problems such as rapid technological advances, various government regulations, and increasingly fierce competition in the domestic and international business world. Faced with these problems, management needs to manage its human resources in order to work efficiently and effectively to maintain the company's survival and win competition with competitors.

Human resources in this case are employees who have an important role in the organization. Although supported by good facilities and infrastructure without the support of reliable employees, the business will not run smoothly. This shows that employees are the main key that must be considered by the company. Employees are one of the company's stakeholders. Therefore, it is very important for companies to acquire, develop and retain quality employees to adapt to the ever-changing dynamics of the environment.

Employees are the main asset in an organization or company so that human resources must be processed and utilized properly and correctly. Companies need resources to achieve their goals or objectives. One of them is human resources. Employees have a very important role in the company, namely as planners, thinkers, and controllers of all activities in the company. Employee activities can be seen from their past performance below is a table about the achievement of Quality Control Employee Inspection targets at one of the companies in the city of Cilegon, Banten.

Table 1. Achievement of Quality Control Employee Inspection Targets for the Period of August - December 2021



Source: QC Department of PT Hitachi Metals Indonesia 2021

Table 1 shows that employee performance in terms of total inspection revenue has decreased significantly because it did not reach the supposed target of 998,000 Pcs/Day. However, it only reached 455,279 pcs / day, the highest achievement in a five-month period starting from August to December. Declining employee performance causes the company's targets not to be achieved. Based on this explanation, there is a gap between the performance of expectations and the actual performance of the company. The decline in employee performance is caused by many factors including workload (Siswanto et al., 2019) he stated that a high workload accompanied by ability and competence is able to improve performance, then according to Dhelvia, (2018) also found that workload has a positive effect on employee performance.

However, this workload is still a controference related to its impact on employee performance such as the results of a study produced by Ibrahim et al., (2022) he explained that workload does not affect employee performance and in other studies stated that workload does not have a direct influence on employee performance (Vashdi et al., 2022; de Reuver et al., 2021). Workload is a condition of work with a job description that must be completed within a certain time, (Ibrahim et al., 2022) low and continuous workload will cause boredom causing loss of concern for achieving results and to measure workload in this study using indicators Actual working hours, training and types of jobs offered. (Hardono et al., 2019).

Furthermore, the competence factor owned by employees with three dimensions, namely competence in managing themselves, managing others, managing business management is able to improve employee performance (Puspalatha & Rajeswari, 2021), according to Pahmi et al., (2018) Competence is an essential trait that individuals must have in relation to personal performance. In addition to the competencies that must be possessed by each individual, namely organizational commitment, namely a person's attachment to an organization which is characterized by three components, namely: Accepting organizational goals, willingness to work hard in the organization, and willingness to stay in the organization, according to Colquitt et al., (2019) organizational commitment is the desire of employees to survive in the organization and according to him that commitment is divided into three parts, namely affective commitment; as a desire to remain a member of the organization due to emotional attachment, and engagement with the organization, Ongoing commitment: reflects the issue of costs after leaving the organization. Employees have a continuing commitment to stay in the organization because they feel a need, a normative commitment; In the presence of a desire to remain a member of the organization due to a sense of obligation,

And based on the background explanation above, this study aims to analyze how the influence of workload, employee competence and organizational commitment becomes the determining variable for improving performance with a case study on a manufacturing company in Cilegon City (PT Hitachi Metals Indonesia). And the hypothesis of this study is as follows:

1. There is an influence of workload and employee competence on organizational commitment.
2. There is an effect of an organization's Commitment and Workload on Performance.
3. There is an effect of Workload on Performance mediated by organizational Commitment.
4. There is an effect of employee Competence on Performance mediated by organizational commitment.

RESEARCH METHODS

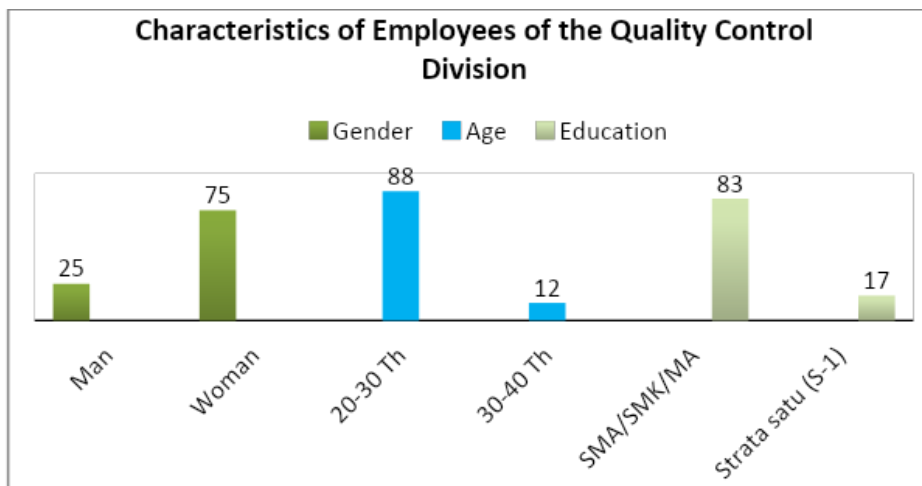
The analysis unit in this study is 100 employees in the Quality Control department of PT Hitachi Metals Indonesia, this research is a population study where the entire population is sampled and the population is the entire group of people, events, or interesting things that will be investigated by the researcher (Sekaran & Bougie, 2016).

The research design used is descriptive associative and to test hypotheses using path analysis using the Sobel Test and Multiple Linear Regression Test. The independent variables in the first structure in this study are workload (X1), competence (X2) and organizational commitment (Z) as dependent variables. The independent variables in the first structure in this research are workload (X1), competence (X2) and organizational commitment (Z) as mediation variables and performance variables as dependent variables (Y). Research data obtained through the dissemination of questionnaires and measurement of research variable instruments using a likert scale (1-5), to measure data quality, validity tests were carried out with Pearson Correlation and reliability with Cronbach's Alpha.

RESULTS AND DISCUSSION

Based on the validation results, it can be seen that the value of the coefficient or calculated r for each variable is greater than the value of the table r (0.1966), so all the tools in this study can be said to be valid. The reliability test was carried out by cronbach's alpha method for consistency of variable X1 with alpha value 0.696 and variable X2 with alpha value 0.889 and variable Y2 with alpha value 0.745 and variable Z obtained alpha value 0.642. This means that the alpha obtained from the variable is $> r$ and this means that all statements entered in the questionnaire can be declared reliable. Then the description of the results of the analysis of its description is as follows:

Table 2. Characteristics of Employees of PT Hitachi Metals Quality Control Division
Characteristics of Employees of the Quality Control Division



Source: SPSS v20 data processing results (2022)

This means that the majority of respondents in this study were female employees as many as 75 respondents. And 25 male employees. The total number of employees working at PT Hitachi Metals Indonesia in the Quality Control division is 100 employees. Employees with a high school / SMA / SMK education level were 83 respondents. And employees with a strata one (S1) education level were 17 respondents and employees between the ages of 20-30 years as many as 88 respondents. And employees between the ages of 30-40 years as many as 12 respondents.

Table 3. Workload Variable Measurement Scale Results (X1)

Questionnaire	Scale					Score	Description
	1	2	3	4	5		
BK1	0	0	20	49	31	411	Low
BK2	0	0	21	49	30	409	Low
BK3	0	0	15	58	27	412	Low
BK4	0	0	21	52	27	406	Low
BK5	0	0	12	55	33	421	Low
Total						2.059	Low
Average						411.8	Low

Source: Questionnaire dissemination results (2022)

Based on the table above on the measurement scale in each questionnaire item, an assessment of the questionnaire items was obtained from all of them obtained an average of 411.8 with a measurement scale in the range of 343-423 which means it is included in the low category. Example on instrument (BK5) This means that the workload perceived by employees can still be overcome so that it is included in the low category such as employees being able to do other people's tasks as additional tasks.

Table 4. Item Measurement Scale Results Employee Competency Variable Questionnaire (X2)

Questionnaire	Scale					Score	Description
	1	2	3	4	5		
KK 1	0	0	21	54	25	404	Good
KK 2	0	0	17	53	30	413	Good
KK 3	0	0	13	55	32	419	Good
KK 4	0	0	31	53	17	390	Good
KK 5	0	0	23	54	23	400	Good
KK 6	0	0	19	52	29	410	Good
KK 7	0	0	20	49	31	423	Good
KK 8	0	0	15	45	40	425	Very Good
KK 9	0	0	22	44	34	412	Good
KK 10	0	0	13	48	39	426	Very Good
Total						4122	
Average						412.2	Good

Source: Data processed by author (2022)

Based on the table above, the measurement scale in each questionnaire item obtained an assessment of the questionnaire items from all of them, namely an average of 412.2 with a measurement scale in the range of 343-423 which means it is included in the good category. And in the KK (work competence) instruments 8 and 10 get the highest response value which means that the skills of working together and adapting employees of the quality control division are perceived as very good.

Table 5. Item Measurement Scale Results Employee Commitment Variable Questionnaire (Z)

Questionnaire	Scale					Score	Description
	1	2	3	4	5		
KO 1	0	0	2	63	35	433	Very Good
KO 2	0	0	4	68	28	424	Very Good
KO 3	0	0	2	72	26	424	Very Good
KO 4	0	0	6	54	40	434	Very Good
KO 5	0	0	2	63	35	439	Very Good
KO 6	0	0	5	61	34	429	Very Good
KO 7	0	0	1	59	40	439	Very Good
KO 8	0	0	1	64	35	434	Very Good
Total						3456	Very Good
Average						432	Very Good

Source: Data processed by author (2022)

Based on Table 5 on the measurement scale in each questionnaire item, an assessment of the questionnaire items was obtained from all of them, namely an average of 432 with a measurement scale in the range of 424-504 which means it is included in the very good category, but there are still indicators that get the lowest value, namely in relation to affective commitment where the emotional attachment of employees still has to be improved such as empathy if the company is in bad condition.

Table 6. The Results of The Employee Performance Measurement Scale

Questionnaire	Scale					Score	Description
	1	2	3	4	5		
K 1	0	0	23	51	26	403	Good
K 2	0	0	24	44	32	408	Good
K 3	0	0	25	44	31	406	Good
K 4	0	0	19	57	24	405	Good
K 5	0	0	20	39	41	421	Good
K 6	0	0	13	50	37	424	Very Good
Total						2467	

Source: Spss v20 data processing results (2022)

Based on Table 6 on the measurement scale in each questionnaire item, an assessment of the questionnaire items was obtained from all of them, namely an average of 411.1 with a measurement scale in the range of 343-423 which means it is included in the good category. On the indicator (KI) related to the ability to complete the target to get the lowest value this corresponds to the data obtained at the initial observation where the realization of the target is not achieved with that set by the company.

Table 7. Organizational Commitment t Test Results

Variable	Standardized Coefficients	T value	Sig Value
Workload	.404	3.375	.001
Competence	.365	3.050	.003

Source: Spss v20 data processing results (2022)

Based on the calculation results in Table 7, the magnitude of the table t number is obtained with the condition that $\alpha = 0.05$ and the table t value = 1.984, then the workload variable has a calculated t of 3.375 with a sig value. 0.001 can be concluded that workload affects organizational commitment and the effect of employee competence on organizational commitment. The workload variable has a t count of 4.643 with a sig value. 0.000. Thus that competence has an influence on organizational commitment.

This is due to the situation at PT Hitachi Metals Indonesia which is a large company where all employees are provided with facilities and career paths that allow them to maintain their commitment to the organization. The facilities provided are employee cash for round trip, lunch facilities, monthly additional food facilities (1 kg of milk and sugar), free health facilities managed by company doctors, BPJS Ketenagakerjaan and Jamsostek. PT Hitachi Metals Indonesia also rewards employees who work overtime (from time to time). The addition of working hours will lead to an increase in the workload carried by employees. Therefore, although the workload of employees is high, it can be said to be balanced with the facilities available at PT Hitachi Metals Indonesia. Therefore, it can be concluded that the employees of PT Hitachi Metals Indonesia remain committed to the company due to the company's facilities despite the high workload.

Based on the theory that the continuance commitment that employees perceive is very high that employees have a commitment because if they leave the organization, there will be costs that must be borne such as health insurance, family living responsibilities. Finally, the employees are committed because they basically need the compensation provided by the company. And according to the results of the distribution of questionnaires on this indicator get the highest value of responses. Based on the results of research that the workload provided by the company is not used as a problem by employees because the higher the workload given, the higher the compensation received will be and based on the results of the study that the increase in workload is related to low affective commitment and high sustainable commitment. (Spoor et al., 2021; Utami et al., 2019). Then the results of this study are also in line with the findings of Erat et al., (2017) that workload has an influence on emotional commitment or affective commitment.

Meanwhile, PT Hitachi Metals Indonesia's employees have good work competencies, for example, such as the ability and skills to carry out tasks given by superiors, good relationships with superiors and

others will greatly affect the increase in organizational commitment. The better the competence, the better the organizational commitment because they feel that they are doing work because of an obligation and with increasing competence makes employees more focused on career improvement in the future so that employees choose to remain in the organization (Zhang et al., 2018). In line with the research findings (Rumawas, 2020; Rahayu et al., 2020) said that the competence of human resources has an influence on organizational commitment.

Table 8. Analysis of the Second Path Model of Organizational Performance t Test

Variable	Standardized Coefficients	T value	Sig Value
Workload	.259	3.037	.003
Competence	.392	4.643	.000
Workload	.328	4.791	.000

Source: Spss v20 data processing results (2022)

Table 9. Summary of Calculation of Direct and Indirect Influences

Variable	Direct Influence	Indirect Influence	Total Influence
X ₁ →Z	0.404	-	-
X ₂ →Z	0.365	-	-
X ₁ →Y	0.259	-	-
X ₂ →Y	0.392	-	-
Z→Y	0.328	-	-
X ₁ →Z→Y	0.404	0.132	0.536
X ₂ →Z→Y	0.365	0.119	0.484

Source: Spss v20 data processing results (2022)

Based on Table 9, it can be seen that the indirect effect of workload on performance through organizational commitment is 0.132. Meanwhile, the total effect of employee competence on performance through organizational commitment is 0.536. Furthermore, the indirect influence of employee competence on performance through organizational commitments is 0.119. Meanwhile, the total effect of Employee Competence on performance through organizational commitment is 0.484. Based on the results of the regression analysis above, you can see the path diagram as below:

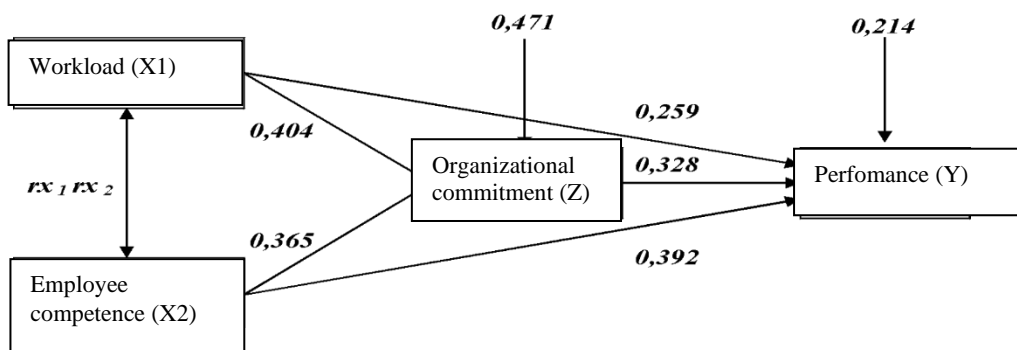


Figure 2. Path Diagram Results
Source: Data processed by author (2022)

Sobel Test

From the calculation results of the Sobel test, a z value of 2.762 was obtained, because a z value of $2.762 > 1.96$ was obtained at a significance level of 5%, thus proving that organizational commitment can mediate the influence of workload on performance.

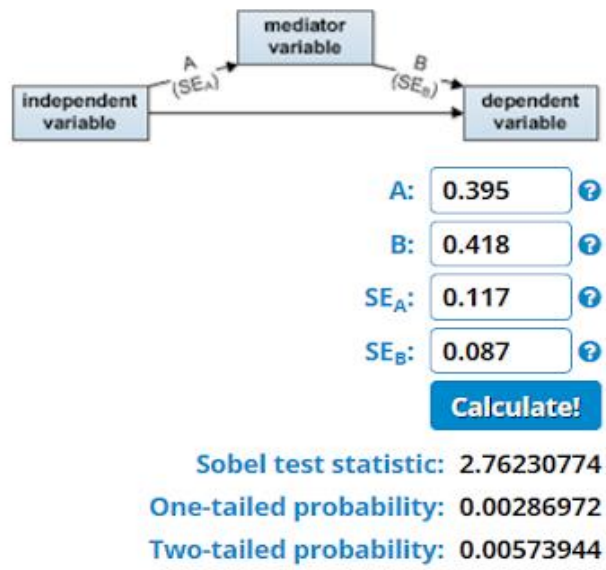


Figure 3. Sobel 1st Test
Source: Data processed by author (2022)

From the calculation results of the Sobel test, a z value of 2.566 was obtained, because a z value of $2.566 > 1.96$ was obtained with a significance level of 5%, proving that organizational commitment has the ability to mediate the influence of competence on performance

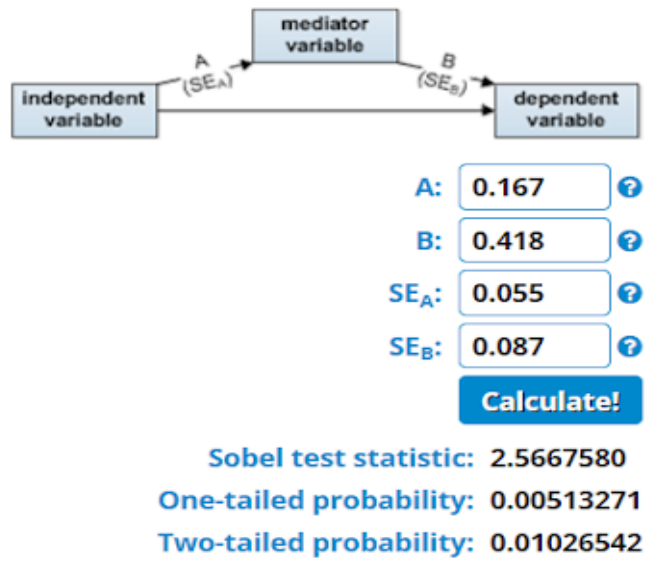


Figure 4. 2nd Sobel Test
Source: Data processed by author (2022)

Based on Table 9 of the study results, workload has a significant effect on performance partially due to significance values of $0.05 > 0.003$. Employee competence to organizational commitment using the t test is known to have a calculated value of $3,037 > 1,984$ t table. Then it can be concluded that hypothesis 3 is accepted by stating the variable results "workload has a positive and significant effect on performance".

This is where the high workload makes the performance appraisal carried out by the supervisor or foreman very important, as it relates to the promotion and the amount of annual bonuses that the employee

will receive. With the larger the workload, it makes it easier for foreman to assess the employee's performance so that the annual bonus that the employee will receive is commensurate with the workload given. In line with the results of research conducted by (Mentari & Usman, 2021; Munandar et al., 2022) and the results of Silaban's research, Rebekah Laura, (2021) which stated that workload has an effect but negatively, meaning that the higher the workload felt by employees, the lower their performance. And based on Sobel's test results, organizational commitments can adjust the impact of workload on performance. In accordance with the theory of employee performance that employee performance is influenced by internal and external factors, these internal factors are organizational commitment and workload according to Hafiz (2017) and Hubeis (2007) in (Silaban, Rebekah Laura, 2021)

Based on the results of the research "employee competence has a positive and significant effect on performance". This happens because when employees at PT Hitachi Metals Indonesia have high competence, then their performance will be good. Competence here is seen from the results of the competency sheet and the track record of employees whether they often make mistakes, namely passing products that are not good to customers or not. Employees who have good competence, then the performance results will be good, and vice versa, and based on the results of the questionnaire crossing, it gives an idea that the employee's competence is in a good position, but there are still indicators that need to be improved because they have the lowest score value as previously described. in line with the results of research conducted by Martini et al. (2020) (Martini et al., 2020) states that employee competence affects employee performance either directly or mediated by organizational commitment. As previously explained, when employees increase competence, be it interprovincial competence or the ability to adapt to new things, then employee commitment will increase because increased competence leads them to career development in the organization so that it will increase employee contribution to the company.

CONCLUSIONS AND SUGGESTION

Based on the results of the analysis and discussion, the author concludes that workload and competence have a positive effect on organizational and company commitments should pay attention to providing workloads, especially in the part of burdening other people's work that is not in accordance with employee competencies, but if the load is in accordance with competencies. And based on the results of respondents' responses that have the lowest value in terms of competence is the ability to do outside the main task, therefore the company needs to continue to improve these competencies such as conducting training related to the skills, behaviors and knowledge needed by the company. If these things are the company's concern, it is possible that employee performance will be better, namely work targets can be realized. And for organizational commitments that must be corrected, namely related to emotional commitments such as a sense of belonging to the company, and based on the results of interviews that there are still many employees with contract status so that the sense of attachment to the company is still felt less in accordance with the results of respondents' responses to the dimension of affective commitment and if changes in employee status are not possible, another alternative is that PT Hitachi Metals Indonesia should be able to create Good relationships with employees by giving the opportunity to express or convey voices so that employees feel valued and considered part of the company.

Suggestions for further research should be carried out further research with a larger number of samples and replacing different objects such as in the Banking sector, Then the next research can do the development of research models such as focusing more on one of the dimensions of competence and adding other free variables such as Wage Satisfaction.

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