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Competence and Employees Attitude in Private Hospitals in Colorado State, USA

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Abstract

Competence refers to the combination of knowledge, skills, and abilities that enables somebody to perform a particular task or function effectively. It is a measure of an individual's capability to execute the necessary actions to achieve a desired outcome in a particular context. Competence can be demonstrated through various means, including formal education, professional certification, on-the-job experience, and performance evaluations. Competent workers are essential for providing exceptional quality services that attract and keep consumers. Employee attitude refers to an individual's overall disposition or emotional outlook towards their work, colleagues, and the firm they work for. Employee attitude can be influenced by a range of factors, including personal experiences, job satisfaction, work environment, and leadership style. The study found that competent employees are more productive, innovative, and adaptable, leading to better work quality, improved customer satisfaction, and increased profitability for the organization. Employers who prioritize competence and employee attitude in their workforce stand to benefit from higher productivity, improved quality of work, and a more positive organizational culture. The study concluded that competence and employee attitude are both critical factors in the success of any organization. To ensure that competence and employee attitude are fostered in the workplace, organizations should prioritize training and development, provide opportunities for career advancement and growth, and create a positive and supportive work culture. The study recommended that private hospitals should prioritize competence when recruiting and promoting employees by emphasizing the necessary skills, knowledge, and experience required for the role. Employers should provide constructive feedback and recognition to employees who demonstrate competence and a positive attitude towards their work. Employers should lead by example by exhibiting the same competence and positive attitude they expect from their employees.

Keywords: *Competence, Employees Attitude, Private Hospitals, Colorado*

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1.0 Background of the Study

Private hospitals in Colorado State, USA are an essential component of the state's healthcare system, providing a range of medical services to patients across the state (Askin & Moore, 2022). Colorado has a diverse range of private hospitals, including specialty hospitals and community hospitals that serve rural areas. These hospitals are owned and operated by private entities, such as corporations, non-profit organizations, or individuals. They are typically funded through a combination of insurance reimbursements, patient payments, and private investments. Private hospitals offers a wide range of medical services, such as emergency care, surgery, outpatient services, diagnostic imaging, and specialized care for specific medical conditions. Some private hospitals in Colorado also provide specialized services such as mental health, rehabilitation, and pediatric care. These hospitals are regulated by state and federal laws and are subject to accreditation by independent organizations such as The Joint Commission (Wouk, Morgan, Johnson, Tucker, Carlson, Berry & Stuebe, 2021). This ensures that these hospitals meet specific quality standards for patient care and safety. Private hospitals play an essential role in providing healthcare services to patients across the state. They offer a range of medical services and have access to the latest medical technologies, equipment, and treatment options. They also have a significant impact on the local economy, providing employment opportunities and contributing to the tax base of the communities they serve.

Competence refers to the combination of knowledge, skills, and abilities that enables somebody to perform a particular task or function effectively (Otoo, 2019). It is a measure of an individual's capability to execute the necessary actions to achieve a desired outcome in a particular context. In the workplace, competence typically involves possessing the technical and functional skills required to carry out a job role effectively, as well as the ability to apply those skills to solve problems and achieve goals. Competence can also refer to an individual's ability to learn and adapt to new situations and technologies, as well as to work collaboratively with others to achieve shared objectives. Competence can be demonstrated through various means, including formal education, professional certification, on-the-job experience, and performance evaluations (Škrinjarčić, 2022). Competence is often measured by evaluating an individual's ability to perform specific tasks, as well as their overall effectiveness in achieving organizational goals. Competence is a dynamic concept that can change over time, depending on an individual's experiences, education, and training. As such, ongoing learning and development are essential to maintaining and enhancing competence in the workplace. Generally, competence is a critical factor in organizational success, as it enables individuals to perform their jobs effectively and contribute to the achievement of organizational goals. Ekhsan, Badrianto, Fahlevi and Rabiah (2020) noted that employers should prioritize competence when recruiting and promoting employees, as well as provide opportunities for ongoing learning and development to ensure that their workforce remains competent and effective over time.

Employee attitude refers to an individual's overall disposition or emotional outlook towards their work, colleagues, and the firm they work for (Abun, Ubasa, Magallanes, Encarnacion & Ranay,

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2021). It is a measure of an employee's emotional response to their job and work environment, and can significantly impact their performance and behavior in the workplace. Employee attitude is often reflected in the way employees approach their work, interact with colleagues and customers, and respond to changes in the workplace. Positive attitudes among employees can lead to higher job satisfaction, increased engagement, and greater productivity, while negative attitudes can lead to conflicts, low morale, and a toxic work environment. Employee attitude can be influenced by a range of factors, including personal experiences, job satisfaction, work environment, and leadership style (Hajiali, Kessi, Budiandriani, Prihatin & Sufri, 2022). Employers can play a significant role in shaping employee attitude by creating a positive work culture that promotes respect, collaboration, and open communication. A positive work culture can be fostered by providing opportunities for employee engagement, such as allowing employees to participate in decision-making processes, seeking feedback, and providing input. Employers can also promote a positive attitude by providing recognition and rewards for good performance, offering opportunities for learning and development, and supporting work-life balance (Koo, Yu, Chua, Lee & Han, 2020). It is key to note that employee attitude is not constant and can change with time. Employers can influence employee attitude by creating a positive work environment and providing opportunities for personal and professional development. Pham Thi, Ngo, Duong and Pham (2021) argued that employee attitude is an important factor in organizational success because it can significantly influence workers performance, job satisfaction, and organizational culture.

2.0 Literature Review

2.1 Theoretical Review

Expectancy Theory: According to this theory, employees' attitudes and behaviors are influenced by their beliefs about the relationship between their effort, performance, and rewards (Chopra, 2019). Therefore, employees who believe that their competence will lead to better performance and rewards are more likely to have positive attitudes towards their work. Expectancy theory suggests that employees' motivation to work hard and achieve high levels of performance is anchored on their belief that their efforts will lead to desirable finding (Breugst, Patzelt & Shepherd, 2020). This belief is affected by several aspects: expectancy, instrumentality, and valence. Expectancy refers to an employee's belief that their effort will lead to high performance. Instrumentality refers to the belief that high performance will lead to desired outcomes, like rewards or promotions. Valence refers to the value that an employee places on the outcomes or rewards associated with high performance.

In the context of competence and employees' attitudes, expectancy theory suggests that employees who believe that their competence will lead to high performance are more likely to have positive attitudes towards their work. This is because they are motivated to work hard and improve their performance in order to achieve desirable outcomes, such as rewards, recognition, or career advancement. Furthermore, expectancy theory suggests that the rewards or outcomes associated with high performance must be valued by employees in order for them to be motivated to achieve them. Therefore, it is important for organizations to align rewards and incentives with the values

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and goals of their employees. For example, if employees value work-life balance, offering flexible work arrangements or time off as rewards for high performance may be more effective than offering monetary bonuses. Expectancy theory highlights the importance of employees' beliefs about the relationship between their competence, performance, and rewards in shaping their attitudes towards their work (Zboja, Jackson & Grimes-Rose, 2020). When employees believe that their competence will lead to high performance and desirable outcomes, they are more likely to be encouraged to work hard and have positive attitudes towards their job.

Social Learning Theory: According to this theory, employees' attitudes and behaviors are influenced by the behavior and attitudes of others around them, particularly those who are seen as competent in their job (Rumjaun & Narod, 2020). When employees observe competent colleagues being rewarded for their work, they are more likely to develop positive attitudes towards their job and strive to improve their own competence. It suggests that individuals learn by observing and imitating the behavior of others, particularly those who are seen as successful or competent in a given area. In the workplace, this means that employees may be influenced by the behavior and attitudes of their colleagues and supervisors. When employees observe competent colleagues being rewarded for their work, they are more likely to develop positive attitudes towards their job and strive to improve their own competence.

Social Learning Theory suggests that employees may be more likely to imitate the behavior of colleagues who they perceive as similar to themselves, particularly in terms of age, gender, or other demographic factors (Whiten, 2019). Therefore, it is important for organizations to ensure that employees have access to diverse role models who can serve as positive examples of competence and success. Social Learning Theory also emphasizes the importance of reinforcement in shaping behavior and attitudes. When employees observe competent colleagues being rewarded for their work, they are more likely to believe that their own competence will be rewarded as well. Therefore, it is important for organizations to provide clear and consistent feedback and rewards for high performance, in order to reinforce the link between competence and positive outcomes. Furthermore, Social Learning Theory suggests that competence and employees' attitudes towards their work are influenced by the behavior and attitudes of others around them (Akers & Jennings, 2019). When employees observe competent colleagues being rewarded for their work, they are more likely to develop positive attitudes towards their job and strive to improve their own competence. Therefore, it is important for organizations to provide diverse role models and clear and consistent feedback and rewards for high performance, in order to promote positive attitudes and behaviors among employees.

Job Demands-Resources Theory: According to this theory, job demands like workload and time pressure can cause stress and burnout, while job resources like support from colleagues and opportunities for development can enhance employees' competence and job satisfaction (Bakker, Demerouti & Sanz-Vergel, 2023). JD-R Theory proposes that job demands and job resources interact to affect employees' attitudes and behaviors. Job demands refer to the physical, psychological, social, or organizational aspects of work that need sustained effort and can lead to stress or burnout. Examples of job demands include high workload, time pressure, emotional

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demands, and conflicting demands. Job resources are the physical, psychological, social, or organizational aspects of work that can help workers to achieve work goals, decrease job demands, and enhance growth and development. Examples of job resources include support from colleagues and supervisors, autonomy, feedback, and opportunities for development.

According to JD-R Theory, employees who perceive high levels of job demands and low levels of job resources are at risk of stress, burnout, and negative attitudes towards their job. In contrast, employees who perceive high levels of job resources and low levels of job demands are more likely to experience job satisfaction, competence, and positive attitudes towards their job (Granziera, Collie & Martin, 2021). Therefore, organizations should strive to provide employees with adequate job resources and manage job demands effectively to promote positive attitudes and behaviors. For example, offering training and development opportunities can enhance employees' skills and competence, while providing social support and feedback can improve their sense of belonging and motivation. Overall, JD-R Theory suggests that employees' competence and attitudes towards their job are influenced by the balance between job demands and job resources. By providing adequate job resources and managing job demands effectively, organizations can promote positive attitudes and behaviors among employees, leading to higher job satisfaction, better performance, and lower turnover rates.

2.2 Empirical Review

Encarnacion (2022) conducted study to look at the link between competency and attitude toward accomplishing TNB's goal. Competency is defined as an individual's capacity to execute a job that requires knowledge and abilities, whereas attitude is an emotional and internal drive of employees to accomplish their jobs well. It is always debatable whether competency or attitude has a stronger effect on worker's job performance. This study was conducted with the intention of assisting the Human Resource (HR) department in optimizing staff development investment in either staff competence skills or staff attitudes. It is primarily concerned with what is necessary to prepare employees to function at their best for the benefit of their organization. The study focused on the private sector, namely Tenaga Nasional Berhad (TNB), Malaysia's major electrical utility. To collect data, a survey instrument or questionnaire was employed. The survey questionnaire was administered through hardcopy survey form to TNB staffs attending training at TNB Training Institute - ILSAS for this study since it is more convenient for the researcher to access the target participants. The analysis's expected results should support the hypothesis that competency and attitude have a balanced effect on work performance toward reaching the company's vision.

Bagia and Cipta (2019) performed study to obtain explanation findings that tested the following: Effect of competency and job control on job satisfaction, effect of competency and job control on performance, effect of job satisfaction on performance, and effect of competency and job control on performance by job satisfaction as a moderating variable at the employees' local government in the Province of Alberta. The causal quantitative research design was employed in this study. This study's subject is district government workers, and its objectives include competency, job control, job satisfaction, and performance. The study's population consisted of governmental workers from

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the province of Alberta's seventh local administration. The sample in the study was determined through two random stages: the random phase to choose the local governments, which is carried out using the simple random sampling method, and the random phase to select the workers who are scattered throughout the local government, which is done using the stratified random sampling method. Data were obtained using a questionnaire and structured interview approaches, and then analyzed using route analysis. The research results indicate that competency and job control have a substantial effect on job satisfaction, competency and job control have a significant effect on performance, job satisfaction has a significant effect on performance, and competency and job control have a significant effect on performance by utilizing job satisfaction as a moderating variable at the worker's local government in the Province of Alberta.

Mei Kin, Abdull Kareem, Nordin and Wai Bing (2018) reported that every firm should improve its competitiveness via the use of high-quality and competent human resources in order to compete. Competency should go beyond academics and professional skills and encompass attitude as well. Work effectiveness suffers as a result of ineffective human resource quality and expertise. The aim of this study was to examine whether there is a good influence on increasing competency toward working effectiveness. Employees of the Secretariat General of Human Resources and Post and Informatic Devices are the focus of this study. Knowledge, ability, and attitude are variables in competency studies. Multiple linear regression, determination coefficient, F-test, and T-test analyses are used to assess the hypothesis. With a coefficient of 0.254, knowledge is the most important compensation that influences workers' labor performance among the three independent variables that were separately assessed. The F-test study revealed that knowledge, skill, and attitude all had a positive effect on workers' work performance.

Wijayanto and Riani (2021) performed study to examine the effect of competence and motivation on employee performance at the same time, to examine the effect of competence and motivation on employee ability at the same time, to examine the effect of ability on partial employee performance, and to examine the effect of indirect competence. Indirect incentive on employee performance through ability. Workers of PT BinaSinar Amity are the subject of the research. The sample techniques employed in this study include probability sampling and simple random sampling. This investigation included as many as 50 samples from corporate personnel. According to the findings, competence and motivation have a favorable impact on employee performance. The direct effect of competence on employee performance is 0.386, whereas the indirect impact of competence on employee performance via ability is 0.567. According to the preceding explanation, the value of direct effect is less than the value of indirect impact, implying that the ability variable is capable of mediating the competence to employee performance. Influence employee performance indirectly by demonstrated skill and acceptability. The direct effect of motivation on employee performance is equivalent to 0.254, whereas the amount of indirect influence of motivation on employee performance is equal to 0.363. The N value of direct impact is less than the N value of indirect effect, indicating that the variable's potential to moderate employee performance motivation.

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Razak (2021) conducted research to see how competence affected employee performance and organizational commitment as mediation variables in Atlas Copco Group Company in Stockholm, Sweden. The technique employed in this research is the type of research utilized in this study is a type of quantitative research using a causal technique. Data was collected utilizing questionnaires, sources from prior study, and the method of observation or direct observation. The author's study will be quantitative, with a sample of 150 persons drawn from a total of 950 individuals at the Atlas Copco Group company in Stockholm. SPSS ver. 20 and Sobel were used to analyze the data. Employee competency has a good and substantial influence on organizational commitment at the Atlas Copco Group, according to the findings of this study. Worker competency is also influenced indirectly by organizational commitment at the Atlas Copco Group Company.

According to Hosie, Jayashree, Tchantchane and Lee (2019), in today's intensely competitive business environment, an organization's success or failure is determined by its workers' ability to attract and keep consumers. Competent workers are essential for providing exceptional quality services that attract and keep consumers. The primary goal of this research is to explore the effect of employees' competencies on customer satisfaction in private firms in East Asia. Comprehensive sampling procedures were employed to choose a sample of workers, while convenience sampling techniques were utilized to select a sample of consumers. Self-administered questionnaires were delivered to 300 consumers and 150 employees from 50 private firms to collect data for the study. The employee questionnaire was designed to assess six competencies: business comprehension, result orientation, customer service, teamwork, interpersonal communication, and personal effectiveness. The customer questionnaire was created to collect data in addition to the data collected from workers, as well as data linked to employee competency that may not be directly responded by them. Inter-correlations between staff abilities and customer satisfaction have been found to be strongly positively associated. Multiple regression analysis was used to evaluate the relationships between staff abilities and customer satisfaction. According to the results of the research, there is a considerable positive relationship between staff competency and customer happiness. The study reveals core competence weaknesses of Asian employees in customer service and has managerial implications on how to equip the work force with the skills, knowledge, attitudes, and abilities that identify great performers in providing quality service.

3.0 Research Findings

Research has consistently shown that both competence and employee attitude are critical factors in organizational success. Studies have found that competent employees are more productive, innovative, and adaptable, leading to better work quality, improved customer satisfaction, and increased profitability for the organization. Competent employees are also more likely to take ownership of their work, pursue personal and professional development opportunities, and seek ways to improve their performance. Employee attitude has also been shown to have a significant impact on organizational success. Positive attitudes among employees lead to higher job satisfaction, commitment, and engagement, resulting in better work quality, lower absenteeism and turnover rates, and a more positive organizational climate. Conversely, negative attitudes can lead to conflicts, low morale, and a toxic work environment. Studies have shown that organizations

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that prioritize competence and employee attitude tend to have a more engaged and motivated workforce. A study by Gallup found that firms with highly engaged workers had 19% higher profitability and 12% higher productivity than companies with low employee engagement.

Furthermore, organizations that foster a positive work culture, provide opportunities for training and development, and recognize and reward good performance tend to have higher levels of employee satisfaction, retention, and productivity. A study by the Society for HRM discovered that firms with strong learning and development programs have higher employee retention rates and a more positive organizational culture. However, it is critical to note that competence and employee attitude are not the only factors that lead to organizational success. Other factors like leadership, organizational structure, and external factors such as market conditions and competition also play a role. Therefore, competence and employee attitude are critical factors in organizational success. Employers who prioritize these qualities in their workforce stand to benefit from higher productivity, improved quality of work, and a more positive organizational culture.

4.0 Conclusion

In conclusion, competence and employee attitude are both critical factors in the success of any organization. Competence refers to the skills, knowledge, and abilities required to perform a specific job, while employee attitude relates to an individual's overall disposition towards their work and organization. Employers who prioritize competence when recruiting and promoting employees stand to benefit from higher productivity, improved quality of work, and a better reputation in their respective industries. This is because competent employees are better equipped to perform their duties effectively, innovate, and adapt to changes in the workplace. In addition, they are more likely to take ownership of their work and pursue personal and professional development opportunities, leading to a more motivated and engaged workforce.

Employee attitude is equally crucial in the workplace, as it can significantly affect workplace culture, employee morale, and productivity. A positive attitude leads to increased job satisfaction, commitment, and engagement, resulting in better work quality, lower absenteeism and turnover rates, and a more positive organizational climate. Conversely, a negative attitude can lead to conflicts, low morale, and a toxic work environment. To ensure that competence and employee attitude are fostered in the workplace, organizations should prioritize training and development, provide opportunities for career advancement and growth, and create a positive and supportive work culture. Employers should also foster open communication, provide constructive feedback, and recognize and reward good performance to motivate and incentivize employees to perform their best. Employers who prioritize competence and employee attitude can expect a more productive, motivated, and engaged workforce, leading to increased organizational success and competitiveness in today's fast-paced business environment.

5.0 Recommendations

The study recommended that private hospitals should prioritize competence when recruiting and promoting employees by emphasizing the necessary skills, knowledge, and experience required

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for the role. Employers should also assess candidate's attitude towards work and the hospital during the hiring process. Continuous learning and development opportunities can help employees develop their competencies and improve their attitudes towards work. Employers should provide training programs, mentorship opportunities, and other resources to assist workers develop their skills and enhance their performance. Employers should create a work environment that promotes positivity, respect, and collaboration and encourage employees to be actively involved in decision-making processes, seek feedback, and provide input. Employers should also provide regular opportunities for employees to share their ideas, concerns, and suggestions. Employers should provide constructive feedback and recognition to employees who demonstrate competence and a positive attitude towards their work. This can help motivate employees and foster a culture of continuous improvement. Employers should lead by example by exhibiting the same competence and positive attitude they expect from their employees. This can help establish a culture of accountability, integrity, and excellence.

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