



Ida Ayu Oka Martini <dy.oka.martini@gmail.com>

Revised submission received by Cogent Business & Management (Submission ID: 207267068.R2)

1 pesan

business@cogentoa.com <business@cogentoa.com>
Kepada: dy.oka.martini@gmail.com

23 Juni 2020 21.42



Dear Ida Ayu Oka Martini,

Thank you for taking the time to revise your work.

Submission ID **207267068**
Manuscript **The Dimensions of Competency on Worker Performance Mediated by Work**
Title **Commitment**
Journal **Cogent Business & Management**

You can always check the progress of your submission [here](#) (we now offer multiple options to sign in to your account. To log in with your ORCID please click on the 'with ORCID' box on the bottom right of the log in area).

If you have any questions please get in touch with business@cogentoa.com.

Kind Regards,
Cogent Business & Management Editorial Office

Taylor & Francis is a trading name of Informa UK Limited, registered in England under no. 1072954.
Registered office: [5 Howick Place, London, SW1P 1W](#).



Ida Ayu Oka Martini <dy.oka.martini@gmail.com>

207267068 (Cogent Business & Management) A revise decision has been made on your submission

1 pesan

Cogent Business and Management <em@editorialmanager.com>

24 Agustus 2021 17.22

Balas Ke: Cogent Business and Management <oabm-peerreview@journals.tandf.co.uk>

Kepada: Ida Ayu Oka Martini <dy.oka.martini@gmail.com>

Ref: COGENTBUSINESS-2020-0091R1

207267068

The Dimensions of Competency on Worker Performance Mediated by Work Commitment
Cogent Business & Management

Dear Ida Martini,

Your manuscript entitled "The Dimensions of Competency on Worker Performance Mediated by Work Commitment", which you submitted to Cogent Business & Management, has now been reviewed.

The reviews, included at the bottom of the letter, indicate that your manuscript could be suitable for publication following revision. We hope that you will consider these suggestions, and revise your manuscript.

Please submit your revision by Jul 01, 2020, if you need additional time then please contact the Editorial Office.

To submit your revised manuscript please go to <https://rp.cogentoa.com/dashboard/> and log in. You will see an option to Revise alongside your submission record.If you are unsure how to submit your revision, please contact us on business@cogentoa.com

Please ensure that you include the following elements in your revised submission:

* public interest statement - a description of your paper of NO MORE THAN 150 words suitable for a non-specialist reader, highlighting/explaining anything which will be of interest to the general public (to find about more about how to write a good Public Interest Statement, and how it can benefit your research, you can take a look at this short article: <http://explore.cogentoa.com/author-tool-kit/public-interest-statement>)

* about the author - a short summary of NO MORE THAN 150 WORDS, detailing either your own or your group's key research activities, including a note on how the research reported in this paper relates to wider projects or issues.

You also have the option of including the following:

* photo of the author(s), including details of who is in the photograph - please note that we can only publish one photo

* cover image - you are able to create a cover page for your article by supplying an image for this purpose, or nominating a figure from your article. If you supply a new image, please obtain relevant permissions to reproduce the image if you do not own the copyright

If you require advice on language editing for your manuscript or assistance with arranging translation, please do consider using the Taylor & Francis Editing Services.

Please ensure that you clearly highlight changes made to your manuscript, as well as submitting a thorough response to reviewers.

We look forward to receiving your revised article.

Best wishes,

Pantea Foroudi

Senior Editor

Cogent Business & Management

Comments from the Editors and Reviewers:

Title, Abstract and Introduction – overall evaluation

Reviewer 3: Sound with minor or moderate revisions

Methodology / Materials and Methods – overall evaluation

Reviewer 3: Sound with minor or moderate revisions

Objective / Hypothesis – overall evaluation

Reviewer 3: Unsound or fundamentally flawed

Figures and Tables – overall evaluation

Reviewer 3: Sound with minor or moderate revisions

Results / Data Analysis – overall evaluation

Reviewer 3: Unsound or fundamentally flawed

Interpretation / Discussion – overall evaluation

Reviewer 3: Unsound or fundamentally flawed

Conclusions – overall evaluation

Reviewer 3: Unsound or fundamentally flawed

References – overall evaluation

Reviewer 3: Sound with minor or moderate revisions

Compliance with Ethical Standards – overall evaluation

Reviewer 3: Not applicable

Writing – overall evaluation

Reviewer 3: Sound with minor or moderate revisions

Supplemental Information and Data – overall evaluation

Reviewer 3: Not applicable

Comments to the author

Reviewer 3: There are a few issues that need to be addressed:

Abstract

In the abstract the author stated that data have been collected using through direct interviews. I think this is very confusing. Perhaps the author meant that the questionnaires were administrated face to face. The method used is a survey. Also, it would be good if the authors add some implications of the research.

Introduction

The author says :” These three things are often referred to as competencies (Spencer & Spencer, 1993; Hanafi and Ibrahim, 2018)” what three things does she means?

Also using the word “things “ is not appropriate.

Most importantly, the aim of the research is not specified.

Literature review

Which competence does the author mean in the heading 2.2.? the heading must be more specific.
Also hypothesis 4 is not appropriately stated. If it is a mediator effect that is being tested, the author must clearly say it.
It is more appropriate that the author designs a research framework to further emphasise the hypotheses.
Also, it is very important that the author explains what new knowledge does the framework bring.

Methodology

The author is still using the term “correlation” unsuitably.
The mediating relationship is not appropriately tested. The author must see (Hair et al. 2019) and do the appropriate changes.
The findings are not discussed and compared to previous findings (in the literature review). the figure is not clear.
The contribution to knowledge is not emphasised.
Conclusion, recommendation and contribution of the study and also the limitation and future research area are rather brief and do not emphasised any interesting point made in this research

Title, Abstract and Introduction – overall evaluation

Reviewer 4: Outstanding

Methodology / Materials and Methods – overall evaluation

Reviewer 4: Outstanding

Objective / Hypothesis – overall evaluation

Reviewer 4: Outstanding

Figures and Tables – overall evaluation

Reviewer 4: Outstanding

Results / Data Analysis – overall evaluation

Reviewer 4: Outstanding

Interpretation / Discussion – overall evaluation

Reviewer 4: Outstanding

Conclusions – overall evaluation

Reviewer 4: Outstanding

References – overall evaluation

Reviewer 4: Outstanding

Compliance with Ethical Standards – overall evaluation

Reviewer 4: Outstanding

Writing – overall evaluation

Reviewer 4: Outstanding

Supplemental Information and Data – overall evaluation

Reviewer 4: Outstanding

Comments to the author

Reviewer 4: Dear Authors:

I think this is a great contribution to the literature on work commitment. Keep on your great research.

best regards, Joey Hsu

In compliance with data protection regulations, you may request that we remove your personal registration details at any time. ([Remove my information/details](#)). Please contact the publication office if you have any questions.



Ida Ayu Oka Martini <dy.oka.martini@gmail.com>

207267068 (Cogent Business & Management) Your submission has been accepted

1 pesan

Cogent Business and Management <em@editorialmanager.com>
Balas Ke: Cogent Business and Management <oabm-peerreview@journals.tandf.co.uk>
Kepada: Ida Ayu Oka Martini <dy.oka.martini@gmail.com>

24 Agustus 2021 17.22

Ref: COGENTBUSINESS-2020-0091R2
207267068
The Dimensions of Competency on Worker Performance Mediated by Work Commitment
Cogent Business & Management

Dear Ida Martini,

I am pleased to tell you that your work was accepted for publication in Cogent Business & Management on Jul 04, 2020.

Please note: only minor, or typographical changes can be introduced during typesetting and proofing of your manuscript. Major changes to your manuscript will not be permitted.

For your information, comments from the Editor and Reviewers can be found below if available, and you will have an opportunity to make minor changes at proof stage.

Your article will be published under the Creative Commons Attribution license (CC-BY 4.0), ensuring that your work will be freely accessible by all. Your article will also be shareable and adaptable by anyone as long as the user gives appropriate credit, provides a link to the license, and indicates if changes were made.

Once the version of record (VoR) of your article has been published in Cogent Business & Management, please feel free to deposit a copy in your institutional repository.

Thank you for submitting your work to this journal, and we hope that you will consider us for your future submissions.

Best wishes

Pantea Foroudi
Senior Editor
Cogent Business & Management

Comments from the Editors and Reviewers:

In compliance with data protection regulations, you may request that we remove your personal registration details at any time. (Use the following URL: <https://www.editorialmanager.com/cogentbusiness/login.asp?a=r>). Please contact the publication office if you have any questions.



The dimensions of competency on worker performance mediated by work commitment

Ida Ayu Oka Martini , A. A. N. Eddy Supriyadinata , Ketut Elly Sutrisni & I. Wayan Gde Sarmawa |

To cite this article: Ida Ayu Oka Martini , A. A. N. Eddy Supriyadinata , Ketut Elly Sutrisni & I. Wayan Gde Sarmawa | (2020) The dimensions of competency on worker performance mediated by work commitment, Cogent Business & Management, 7:1, 1794677

To link to this article: <https://doi.org/10.1080/23311975.2020.1794677>



© 2020 The Author(s). This open access article is distributed under a Creative Commons Attribution (CC-BY) 4.0 license.



Published online: 23 Jul 2020.



Submit your article to this journal [↗](#)



View related articles [↗](#)



View Crossmark data [↗](#)



Received: 10 February 2020
Accepted: 04 July 2020

*Corresponding author: Ida Ayu Oka Martini, Faculty of Economics and Business, Pendidikan Nasional University, Denpasar, Bali, Indonesia
E-mail: dy.oka.martini@gmail.com

Reviewing editor:
Pantea Foroudi, Middlesex University, United Kingdom

Additional information is available at the end of the article

MANAGEMENT | RESEARCH ARTICLE

The dimensions of competency on worker performance mediated by work commitment

Ida Ayu Oka Martini^{1*}, A. A. N. Eddy Supriyadinata², Ketut Elly Sutrisni² and I. Wayan Gde Sarmawa²

Abstract: Weaving workers in Bali are inherited from generation to generation. The ability to weave is obtained without special education/training. The ability to work weaving is obtained independently of the environment. In addition, the difficulty of finding other jobs causes workers to keep working. These two things are important factors in determining the performance of weaving workers in Bali. This study aims to analyze the effect of work competence (knowledge, skills, and attitudes) on employee commitment and performance, the effect of a work commitment on employee performance, and the role of work commitment in mediating the relationship of competence with employee performance. This research was conducted on 168 weaving workers in Bali. Data collection was carried out through distributing questionnaires to research respondents. The data collected was analyzed using the SmartPLS 3.0 program. The results found competencies consisting of knowledge, skills, and attitudes showed a significant positive effect on employee commitment and performance, work commitment also had a significant positive effect on performance. Work commitments also act as mediators of the relationship of competence with employee performance.

Subjects: Business Management and Strategic Management; Critical Management Studies



Ida Ayu Oka Martini

ABOUT THE AUTHORS

Ida Ayu Oka Martini, is an associate professor of Economics and Business, Pendidikan Nasional University, Denpasar, Bali-Indonesia. Some studies have been conducted relating to human resource management, specifically in Micro, Small and Medium Enterprises.

A. A. N. Eddy Supriyadinata, is Leturer of Economics and Business, Pendidikan Nasional University, Denpasar, Bali-Indonesia.

Ketut Elly Sutrisni, is Leturer of Economics and Business, Pendidikan Nasional University, Denpasar, Bali-Indonesia.

I. Wayan Gde Sarmawa, is an associate professor of Economics and Business, Warmadewai University, Denpasar, Bali-Indonesia. The results of research carried out relating to human resource management in small and medium businesses. A. A. Oka Suryadinata Gorga, is Leturer of Economics and Business, Pendidikan Nasional University, Denpasar, Bali-Indonesia.

PUBLIC INTEREST STATEMENT

Endek woven fabric is a production that is well known locally, even internationally. This cloth is traditionally worked on. The work results of the workers have not been optimal, given the limited competency they have because they have never received education/training related to weaving work. In terms of work competence (knowledge, skills, and work attitudes) are needed to support the performance of workers.

Keywords: work competence; skill; knowledge; attitude; work commitment; worker performance

1. Introduction

Weaving craftsmen in Bali are hereditary works carried out by several Balinese people since the time of the kingdom, and until now some people still carry out this activity as one of their livelihoods, in addition to agriculture and trade. One of the woven products in Bali which is still very well known locally, nationally and even internationally, is endek woven fabric. To further strengthen the existence of endek fabrics, as well as to motivate woven workers, the Bali regional government issued a policy that government employees and private employees on certain days must use clothing made from endek cloth. The existence of regulations that require all civil servants and private employees to wear traditional Balinese clothing, makes endek weaving craftsmen more eager to innovate and creativity in designing endek cloth ornaments.

In an effort to create products that are always in demand by consumers, craftsmen must have the ability to make a variety of endek fabric products with various attractive ornaments. In order to be able to make endek fabrics with various attractive ornaments, every craftsman must have knowledge about various ornamental designs that are liked by the public. In addition, craftsmen must have the ability (skill) to apply designs/ornaments to work on weaving. What cannot be realized is that every worker must have a positive attitude (attitude) in the development of design changes that are in the public interest. Knowledge, skills and attitudes are included in competencies (Hanafi & Ibrahim, 2018; Spencer & Spencer, 1993)

In addition to competence, the consistency of weaving workers in processing this work is also very important. Aside from being part of efforts to get income to meet the family economy, this activity is also an effort to preserve cultural heritage. Worker commitment is important in efforts to maintain the fabric of endek which is a permanent Balinese cultural heritage and to be part of the income that can sustain the lives of workers.

The competence and commitment of weaving workers is an important part in relation to performance. Weaving worker competencies are not obtained from formal or informal educational institutions. The ability to have it go down. The ability to possess is obtained through frequent seeing, trying, and continuing to try, so that it can be adjusted and skilled in doing work. Likewise, knowledge about various equipment and weaving processes is obtained by self-taught. The only ability they have causes workers not to switch to another job and continue to do this work as one of the family's livelihoods. Because workers have never received formal or informal education, their knowledge and skills are relatively low, which results in sub-optimal performance. A number of references mention that knowledge and skills are important factors in relation to performance (Almusaddar et al., 2018; Hanafi & Ibrahim, 2018).

Based on this background, this study aims to determine the effect of competency dimensions (knowledge, skills, attitude), and commitment on performance of the weaving workers in Bali, Indonesia.

2. Theoretical review, previous research, and hypothesis

2.1. Work performance

According to the behavior approach in management, employee performance is the quantity or quality of something produced or services provided by someone who does the work of Luthans (2006). Mathis and Jackson (2006) states that performance is what someone does and produces. There are several indicators to state one's performance, namely task performance, adaptive performance, contextual performance (Rubindra & Lalatendu, 2017; Tabiu et al., 2016),

organizational citizenship behavior and counterproductive behavior (Rotundo & Sackett, 2002; Viswesvaran & Deniz, 2000), Quantity, Quality, knowledge, cooperative, dependability, initiative, personal qualities (Gomes, 2003).

There are several factors that can affect a worker's work performance, such as work competence, and the level of one's commitment to work. The more competent someone is, the better the performance (Sujana, 2012). This is evidenced by a number of studies conducted by Setyaningtyas et al. (2013), Lotunani et al. (2014), Renyut et al. (2017), and Martini et al. (2018). However, in research conducted by Dubey and Sadia (2012), Sari (2013), and Shodikin (2013) found competence had no significant effect on employee performance. Likewise, with work commitments, the higher one's commitment to work, the better the performance (Harinoto & Bogetriatmanto, 2018). A number of research results have proven this statement, such as Lotunani et al. (2014), Bandula and Jayatilake (2016), Gunawan et al. (2017), and Metin and Asli (2018). But in a study conducted by Hidayat (2010), Sarmawa et al. (2015), and Raveendran and Gamage (2019) found commitment had no significant effect on performance.

2.2. Work competence

Spencer and Spencer (1993), Mulyasa (2004); Hutapea (2008) state that work competence is a basic characteristic of a person consisting of knowledge, skills, and attitude that have a causal relationship with extraordinary work performance or work effectiveness. Wibowo (2007) argues that: work competence is an ability to carry out or do a job or task based on skills and knowledge and is supported by the work attitude demanded by the job.

Work competence is an individual characteristic that contributes to one's success in completing work (Sjahrazad et al., 2009). Whereas according to Boulter et al. (2003) competence is a characteristic that enables a person to perform excellently. Spencer & Spencer (1993) also suggested competency as a characteristic of a person who directly impacted his performance at work. More explicitly said by Sujana (2012), the higher the competency the higher the performance. A number of research results prove that there is a significant positive effect of work competence on individual performance, namely Setyaningtyas et al. (2013), Lotunani et al. (2014), Renyut et al. (2017), Mukhtar (2018), Mahmood et al. (2018), Sari and Lestari (2018), Keerthy and Biyu (2018), Suriadi et al. (2018), Suhardi and Sari (2018), Zhang et al. (2018), Berliana et al. (2018), Rabo (2018), and Martini et al. (2018). Based on the results of this study, the research hypothesis is stated as follows:

Hypothesis 1: Work competence has a significant positive effect on work performance

Noe (2009) (in Hsiao & Lin, 2018), defines the work competence of a person's ability to do his work with his skills, knowledge, attitudes, and personality. The same thing was stated by Goffin and Woycheshin (2006). Vindyani and Desiana (2018) in her research found that knowledge (one of the dimensions of work competence) had a significant positive effect on work commitment. It was also said, that someone who has work competence in a job is less likely to leave the job he is doing. The results of other studies in line with this are Setyaningtyas et al. (2013), Katawneh and Osman (2014), Kuhuparuw and Ferdinandus (2014), Lotunani et al. (2014), Suriadi et al. (2018), Zhang et al. (2018), and Martini et al. (2018). Based on the results of this study, the research hypothesis was built, namely:

Hypothesis 2: Work competence has a significant positive effect on work commitment

2.3. Work commitment

Some researchers cite work commitment or employee commitment as organizational commitment (Allen & Meyer, 1990; Colquitt et al., 2009). Work commitment is a psychological state that characterizes worker relations with work (Carmeli & Freund, 2004; Dan Metiboba, 2012). Bratton and Gold (2007) state that work commitment is a sense of individual commitment to work.

Workers who have good work commitments are more stable at work (Mowday et al., 1982). Nguyen and Aida (2014), someone with a strong work commitment will not leave work or will always pursue the job. A person will have better work results if based on better work commitments, this is stated in research (Harinoto & Bogetriatmanto, 2018).

A number of other research findings also found that work commitment had a significant positive effect on employee performance, namely Setyaningtyas et al. (2013), Lotunani et al. (2014), Bandula and Jayatilake (2016), Gunawan et al. (2017), Renyut et al. (2017), Sugihartono (2018), Paramita et al. (2018), and Hidayah and Tobing (2018), Metin and Asli (2018). Based on the results of the research, the research hypothesis is proposed, namely:

Hypothesis 3: Work commitment has a significant positive effect on work performance

The results of a study of a number of studies found that work competence influences employee work commitment (Lotunani et al., 2014; Setyaningtyas et al., 2013; Suriadi et al., 2018). On the other hand, work commitment also influences job performance (Setyaningtyas et al., 2013; Lotunani et al., 2014; Bandula & Jayatilake, 2016; Gunawan et al., 2017; Renyut et al., 2017; Sugihartono, 2018; Paramita et al., 2018; Hidayah & Tobing, 2018; Metin & Original, 2018). A number of studies also found that work commitment significant as a mediator in the relationship of work competence to work performance (Bandula & Jayatilake, 2016; Renyut et al., 2017; Sugihartono, 2018). Based on this, the research hypothesis is proposed, namely:

Hypothesis 4: Work commitment plays a significant role as a mediator in the relationship between competence and performance

3. Research conceptual framework

Based on the opinions of a number of experts, and supported by the results of previous studies, where work competence affects work commitment (Katawneh & Osman, 2014; Kuhuparuw & Ferdinandus, 2014; Lotunani et al., 2014; Martini et al., 2018; Setyaningtyas et al., 2013; Suriadi et al., 2018; Zhang et al., 2018). Work commitment also affects individual performance (Bandula & Jayatilake, 2016; Gunawan et al., 2017; Hidayah & Tobing, 2018; Lotunani et al., 2014; Metin & Original, 2018; Paramita et al., 2018; Renyut et al., 2017; Setyaningtyas et al., 2013; Sugihartono, 2018). On the other hand work competence also directly affects worker performance (Berliana et al., 2018; Keerthy & Biyu, 2018; Lotunani et al., 2014; Mahmood et al., 2018; Martini et al., 2018; Mukhtar, 2018; Rabo, 2018; Renyut et al., 2017; Sari & Lestari, 2018; Setyaningtyas et al., 2013; Suhardi & Sari, 2018; Suriadi et al., 2018; Zhang et al., 2018) a research concept framework is developed as shown in Figure 1.

4. Research method

This research was designed with a quantitative approach, to find influence between competency variables (independent variables), work commitment (mediating variables), toward work performance (dependent variable). The research population is endek weaving craftsmen, of which 256 craftsmen are spread across 7 districts/cities in Bali. The number of samples was determined through the Slovin formula with a precision of 5% ($n = N/(1 + N.e^2)$) (Yusuf, 2014, p. 170), so the number of samples became 168 weaving workers. Determination of the number of samples and respondents in each district/city was carried out proportionally sampling method. Population distribution and research samples in each district/city are shown in Table 1.

Data collection is carried out by distributing questionnaires for weaving workers. Questionnaire answers are prepared in the form of a Likert scale with a range of 1–5. Furthermore, data processing is done with SmartPLS 3.0, through three stages namely the measurement model evaluation stage (measurement model evaluation), structural model evaluation stage (structural model evaluation), and hypothesis testing stage. The evaluation phase of the structural model consists of evaluating validity and reliability through convergent validity and Composite Reliability.

Figure 1. Research conceptual framework.

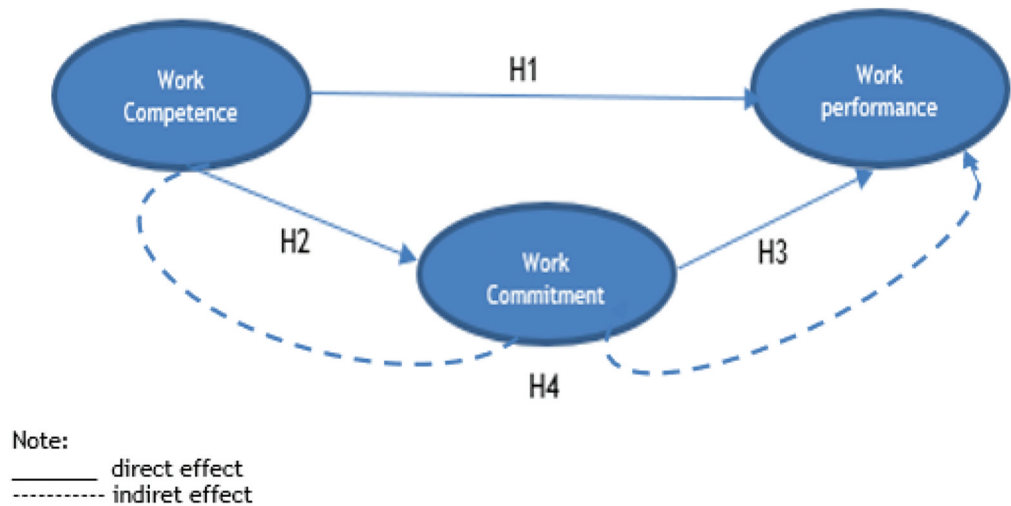


Table 1. Distribution of population and study samples

No	Districts	Total (Person)	
		Population	Samples
1	Klungkung	1082	80
2	Karangasem	373	27
3	Jembrana	225	17
4	Gianyar	289	22
5	Denpasar	194	14
6	Buleleng	89	7
7	Badung	13	1
	Total (Person)	2.256	168

Source: Data processed, 2019.

The structural model stage consists of the accuracy of the model through R-Square (R²), Q-Square Predictive Relevance (Q²), Goodness of Fit (GoF), and Path Coefficient (Henseler et al., 2016).

5. Result and discussion

5.1. Validity and reliability

Validity and reliability testing aims to determine the level of validity and reliability of indicators. The validity test results of the research indicators indicate that there are a number of invalid indicators because they have an outer loading <0.50, so they must be released from the research model, and repeated validity is performed. The results of the validity and reliability after reconstruction are shown in Table 2. Testing the validity of the data is based on convergent validity measured by external loading values.

Table 2 shows that valid and reliable indicators as supporting models have an external loading value > 0.50 and Composite Reliability > 0.70. Based on testing the validity and reliability as shown in Table 2, where the outer loading value > 0.50 and composite reliability value > 0.70, then all indicators are declared valid and reliable.

Table 2. Validity test results and research indicator reliability

Variables	Dimensions	Indicators	Outer Loading	Composite Reliability	
Competence	Knowledge	X1.1	0.670	0.915	0.882
		X1.2	0.796		
		X1.3	0.625		
		X1.5	0.895		
		X1.6	0.911		
		X1.7	0.879		
	Skill	X2.3	0.625	0.764	
		X2.4	0.776		
		X2.5	0.800		
		X2.8	0.725		
	Attitude	X3.1	0.807	0.758	
		X3.4	0.756		
Work Commitment	Affective	M1.1	0.760	0.879	0.915
		M1.2	0.675		
		M1.3	0.623		
		M1.4	0.898		
		M1.5	0.870		
	Normative	M2.1	0.781	0.844	
		M2.2	0.846		
		M2.3	0.778		
	Continuance	M3.2	0.880	0.764	
		M3.3	0.847		
		M3.4	0.816		
	Work Performance		Y1	0.802	
Y2			0.829		
Y3			0.843		

Source: Data processed, 2019

5.2. Evaluation fit model

Testing the accuracy of the model is done through the R-square test (R^2), Q-Square predictive relevance (Q^2), and Goodness of Fit (GoF). R^2 coefficient of influence of competence on work commitment shows a value of 0.612 which means 61.2% work commitment is influenced by competence. Similarly, the R^2 of the influence of competence and work commitment on work performance is 0.752. This means that work performance 75.2% is influenced by competence and work commitment, the rest are other factors outside the research model.

Q Square Predictive Relevance evaluation results are calculated based on formula $Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$, showing the results of 0.9038, meaning that the model is able to provide predictive results of 90.38%. If seen from the results of the evaluation of Goodness of Fit calculated by the formulation of $GoF = \sqrt{AVE \times R^2}$, it produces a value of 0.6364 (large). Based on the results of the evaluation model through R^2 , Q^2 , and GoF, the model is classified as a good model, so the next process can be continued.

5.3. Hypothesis testing

The next process is to examine the research hypothesis which consists of the influence of competence on work commitment and work performance, the effect of a work commitment on work performance, and the role of mediation work commitment on the relationship of competence to work performance. To find out this can be shown in Figure 2 and Table 3.

Figure 2. Results of research data analysis.

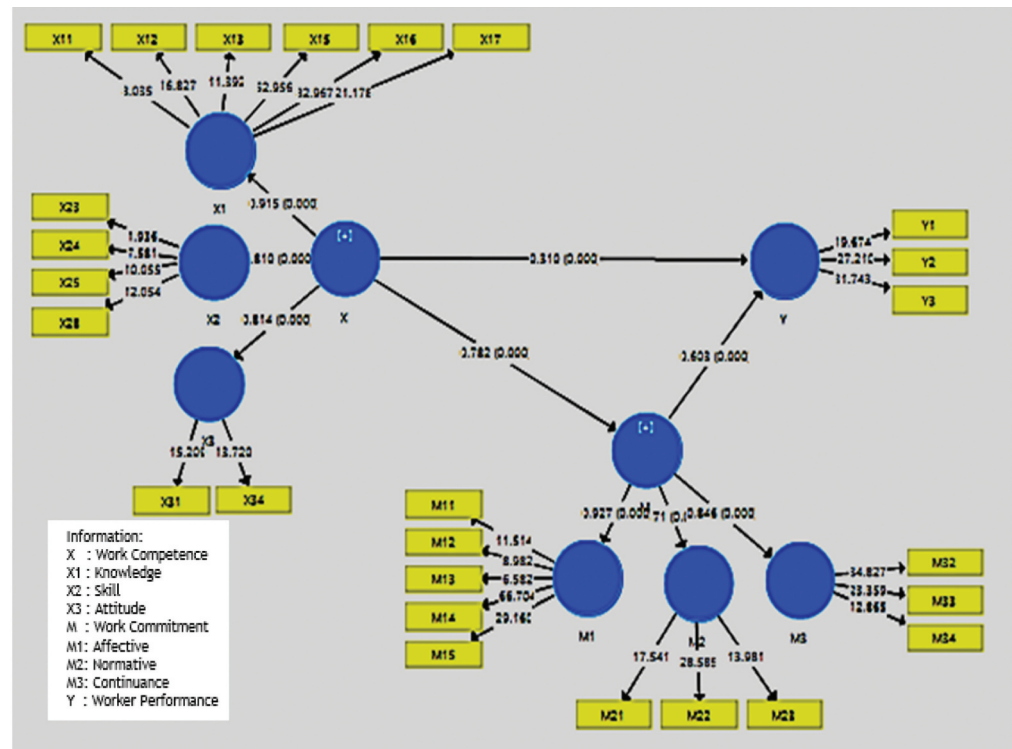


Table 3. Path coefficient direct influence and indirect influence

Relations between Variables			Path Coefficient	p-value	Information
Independent	Mediation	Dependent			
Competence (X)	Work Commitment (M)		0.782	0.000	H ₁ Accepted
Competence (X)		Work Performance (Y)	0.310	0.000	H ₂ Accepted
	Work Commitment (M)	Work Performance (Y)	0.603	0.000	H ₃ Accepted
Competence (X)	Work Commitment (M)	Work Performance (Y)	0.472	0.000	H ₄ Accepted

Source: Data processed, 2019

Based on Table 3 and Figure 2, it can be seen that the value of the work competence path to work commitment is 0.782 with a p-value of 0.000 < 0.05. This means that the effect of work competence on work commitment is significantly positive. It also means that hypothesis 1 which states that work competence has a significant positive effect on work commitment can be accepted. The results of this study illustrate that increasing work competence (work knowledge, work skills, and work attitudes) can increase work commitment. This is in line with the results of research conducted by a number of researchers namely Setyaningtyas et al. (2013), Katawneh and Osman (2014), Kuhuparuw and Ferdinandus (2014), Lotunani et al. (2014), Suriadi et al. (2018), Zhang et al. (2018), and Martini et al. (2018).

The effect of work competence on employee performance is shown by the path value of 0.310 with a p-value of 0,000. That is, work competence has a significant positive effect on employee

performance. Thus, hypothesis 2 which states that work competence has a significant positive effect on employee performance can be accepted. Improving work competence can significantly improve employee performance. The results of this study are in line with the results of previous studies, namely Setyaningtyas et al. (2013), Lotunani et al. (2014), Renyut et al. (2017), Mukhtar (2018), Mahmood et al. (2018), Sari and Lestari (2018), Keerthy and Biyu (2018), Suriadi et al. (2018), Suhardi and Sari (2018), Zhang et al. (2018), Berliana et al. (2018), Rabo (2018), Martini et al. (2018), and Gunawan and Gunawan (2019).

The effect of a work commitment on work performance is shown by the path value of 0.603 with a p-value of 0,000. The results of this study indicate that work commitment has a significant positive effect on work performance, so hypothesis 3 which states that work commitment (affective, normative, and continuing) is acceptable. The better work commitment can also affect the improvement of work performance, this is supported by the results of previous studies, namely Setyaningtyas et al. (2013), Lotunani et al. (2014), Bandula and Jayatilake (2016), Gunawan et al. (2017), Renyut et al. (2017), Sugihartono (2018), Paramita et al. (2018), Hidayah and Tobing (2018), Metin and Asli (2018), and Sungu et al. (2019).

Testing the role of mediating work commitment in the relationship of work competence with work performance is shown by a path value of 0.472 and a p-value of 0,000. This means that work commitment acts as a mediator in the relationship of work competence with performance. Because the direct relationship that occurs in competence to work commitment and work performance is significant, so also the direct relationship with work commitment to work performance is also significant, so work commitment acts as a partial mediation. Statistically, it is clearly seen that an increase in the path value from 0,310 from the direct influence of work competence to performance, becomes 0.472 (the indirect effect of work competence on performance through work commitment). That is, work commitment can improve the relationship of work competence to work performance for the better. This means work commitments that increase work competence on the performance of weaving workers in Bali. These results are in line with the results of research conducted by Bandula and Jayatilake (2016), Renyut et al. (2017), and Sugihartono (2018).

6. Conclusion, recommendation, and contribution of study

This study concludes that competencies that are proxied through knowledge, skills, and attitudes are positively significantly capable of influencing work commitments (affective, normative, and continuing). Work competence is also able to significantly positively influence the performance of weaving workers in Bali. This means that a significant increase in work knowledge, work skills, and work attitudes can drive work commitment and performance of weaving workers in Bali. Work knowledge has the biggest contribution among other competency elements. This means that increasing work knowledge has the greatest impact compared to other elements of competence. Therefore, in an effort to improve the performance of workers, especially weaving workers in Bali, it is necessary to prioritize increasing work knowledge, in addition to increasing other competency elements. Other competency elements (work skills and work attitudes) also have a major contribution to work performance.

Work commitments also have a strong contribution in relation to the performance of weaving workers in Bali. Affective commitment as a picture that workers always want to continue to pursue their current work, has a strong contribution to the relationship with employee performance. This is understandable because this ability is the only one that has been passed down from generation to generation, making it difficult to let go and find another job. Strengthening effective commitment (can be done by giving proper appreciation) will be able to improve employee performance. Besides that, paying attention to other elements of work commitment (normative commitment and continuing commitment) are also very important for business sustainability. Integration of work competencies and work commitments have a greater impact on workers' performance, therefore considering these two factors together is very important for better performance improvement.

The results of this study provide information that workers' competencies and commitments are very important in relation to the performance of weaving workers in Bali. The results of this study are able to strengthen the results of previous studies, which found that work commitment of workers has an important role in the relationship between work competence and performance.

7. Limitation and future research

This study still has a number of limitations that require more in-depth research, especially in the scope of research is still limited to the variable work competence and work commitment, in relation to employee performance. Theoretically, empirically, and logically, a worker's performance is influenced by very complex factors. Therefore, future research is expected to expand this research by adding other relevant variables. To strengthen the findings of this study, this research model can be applied to other research objects or locations. Thus, the results of research on factors that affect workers' performance become more complete and varied.

Funding

The authors received no direct funding for this research.

Author details

Ida Ayu Oka Martini¹

E-mail: dy.oka.martini@gmail.com

A. A. N. Eddy Supriyadinata²

E-mail: edvsupriadinata@undiknas.ac.id

Ketut Elly Sutrisni²

E-mail: elysutrisni@undiknas.ac.id

I. Wayan Gde Sarmawa²

E-mail: wayangdesarmawa@gmail.com

¹ Faculty of Economics and Business, Pendidikan Nasional University, Denpasar, Bali, Indonesia.

² Faculty of Economics and Business, Warmadewa University, Denpasar, Bali, Indonesia.

Citation information

Cite this article as: The dimensions of competency on worker performance mediated by work commitment, Ida Ayu Oka Martini, A. A. N. Eddy Supriyadinata, Ketut Elly Sutrisni & I. Wayan Gde Sarmawa, *Cogent Business & Management* (2020), 7: 1794677.

References

- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>
- Almusaddar, A. A., Ramzan, S. R., & Raju, V. (2018). The influence of knowledge, satisfaction, and motivation on employee performance through competence. *International Journal of Business and General Management (IJBGGM)*, 7(5), 21–40. <http://oaji.net/articles/2017/1880-1536143991.pdf>
- Bandula, P. M. K. U., & Jayatilake, L. V. K. (2016). Impact of employee commitment on job performance: Based on leasing companies in Sri Lanka. *International Journal of Arts and Commerce*, 5(8), 8–26. https://ijac.org.uk/images/frontImages/gallery/Vol_5_No_8/3_8-22.pdf
- Berliana, M., Siregar, N., & Gustian, H. D. (2018). The model of job satisfaction and employees performance. *International Review of Management and Marketing*, 8(6), 41–46. https://media.proquest.com/media/hms/PFT/1/xEFc7?_s=zVPDarc%2BPrGrIdJ9dpQ3yUurQ%3D
- Boulter, N., Daziel, M., & Hill, J. (2003). *People and competencies*. Biddles, Ltd.
- Bratton, J., & Gold, J. (2007). *Human resource management: Theory and practice* (4th ed.). Palgrave Macmillan. <https://www.researchgate.net/publication/305954894>
- Carmeli, A., & Freund, A. (2004). Work commitment, job satisfaction, and job performance: An empirical investigation. *International Journal of Organization Theory and Behavior*, 7(3), 289–309. <https://doi.org/10.1108/IJOTB-07-03-2004-B001>
- Colquit, J. A., LePine, J. A., & Wesson, M. J. (2009). *Organizational behavior: Improving performance and commitment in the workplace*. McGraw-Hill Companies.
- Dan Metiboba, Y. (2012). Work environment and job attitude among employees in a Nigerian work organization. *Journal Sustainable Society*, 1(2), 36–43. <https://doi.org/10.11634/21682585140398>
- Dubey, R., & Sadia, S. A. (2012). Study on effect of functional competency on performance of Indian manufacturing sector. *International Journal of Eng Business Management*, 3 (3), 1–15. 2011 <https://hrcak.srce.hr/file/106491>
- Goffin, R. D., & Woycheshin, D. E. (2006). An empirical method of determining employee competencies/ KSAOs from task-based job analysis. *Military Psychology*, 18(2), 121–130. https://doi.org/10.1207/s15327876mp1802_2
- Gomes, F. C. (2003). *Manajemen Sumber Daya Manusia*. Andi Offset.
- Gunawan, H., Haming, M., Zakaria, J., & Djamarang, A. (2017). Effect of organizational commitment, competence and good governance on employees performance and quality asset management. *IRA-International Journal of Management & Social Sciences*, 08(1), 17–30. <https://pdfs.semanticscholar.org/e1d4/faf334276bb84b9f25c1a3d307d964d216d1.pdf>
- Gunawan, M. A., & Gunawan, H. (2019). Compensation, competence, organizational commitment and its effect on employee performance: Job satisfaction as intervening. *Journal of Applied Accounting and Taxation*, 4(2), 144–149. <https://doi.org/10.30871/jaat.v4i2.1595>
- Hanafi, H. M., & Ibrahim, S. B. (2018). Impact of employee skills on service performance. *International Journal of Science and Research (IJSR)*, 7(12), 587–600. <https://doi.org/10.21275/ART20193416>
- Harinoto, S. A., & Bogetriatmanto. (2018). Organizational culture and work commitment mediate the Islamic work ethos on employee performance. *Academy of Strategic Management Journal*, 17(5), 1–8. <https://www.abacademies.org/articles/Organizational-culture-and-work-commitment-mediate-the-islamic-work-ethos-1939-6104-17-5-269.pdf>
- Henseler, J., Hubona, G., & Ray, P. A. (2016). Using PLS path modeling in new technology research: Updated guidelines. *Industrial Management & Data Systems*, 116(1), 2–20. <https://doi.org/10.1108/IMDS-09-2015-0382>

- Hidayah, T., & Tobing, D. S. K. (2018). The influence of job satisfaction, motivation, and organizational commitment to employee performance. *International Journal Of Scientific & Technology Research*, 7(7), 122–127. <https://www.ijstr.org/final-print/july2018/The-Influence-Of-Job-Satisfaction-Motivation-And-Organizational-Commitment-To-Employee-Performance.pdf>
- Hidayat, M. (2010). Analisis Komitmen (Affective, Continuance dan Normative) Terhadap Kualitas Pelayanan Pengesahan STNK Kendaraan Bermotor (Studi Empiris pada Kantor Bersama Samsat di Propinsi Kalimantan Timur). *Jurnal Manajemen Dan Kewirausahaan*, 12(1), 11–23. <http://jurnalmanajemen.petra.ac.id/index.php/man/article/download/17985/17896>
- Hsiao, J. M., & Lin, D. S. (2018). The impacts of working conditions and employee competences of fresh graduates on job expertise, salary and job satisfaction. *Journal of Reviews on Global Economics*, 7, 246–259. <https://doi.org/10.6000/1929-7092.2018.07.22>
- Hutapea, T. (2008). *Kompetensi Plus*. PT Gramedia Pustaka Utama.
- Katawneh, A. I., & Osman, A. (2014). The impact of core competencies in improving the organization commitment of employees in Mutah University in Jordan. *International Journal of Academic Research in Business and Social Sciences*, 4(8), 376–392. <https://doi.org/10.6007/IJARBS/v4-i8/1109>
- Keerthy, T. R., & Biyu, M. K. (2018). Impact of employee competency on job performance among banking professionals: A conceptual framework. *International Journal of Management Studies*, V(Special Issue – 5), 1–7. http://researchersworld.com/ijms/vol5/splisue5/Paper_01.pdf
- Kuhuparuw, V. J., & Ferdinandus, S. (2014). The effect of training and competency on employees' organizational commitment at PT. Bank Danamon in Ambon City. *Journal of Economics, Business, and Accountancy Ventura*, 17(1), 55–68. <https://doi.org/10.14414/jebav.v17i1.266>
- Lotunani, A., Idrus, M. S., Afnan, E., & Setiawan, M. (2014). The effect of competence on commitment, performance and satisfaction with reward as a moderating variable. *International Journal of Business and Management Invention*, 3(2), 18–25. <https://pdfs.semanticscholar.org/cd84/29ef509025590a6a1d0fcf50a266e6160427.pdf>
- Luthans, F. (2006). *Perilaku Organisasi*. Andi.
- Mahmood, R., Hee, O. C., Yin, O. S., & Hamli, M. S. H. (2018). The mediating effects of employee competency on the relationship between training functions and employee performance. *International Journal of Academic Research in Business and Social Sciences*, 8(7), 665–677. <https://doi.org/10.6007/IJARBS/v8-i7/4410>
- Martini, I. A. O., Rahyuda, I. K., Sintaasih, D. K., & Priatini, P. S. (2018). The influence of competency on employee performance through organizational commitment dimension. *IOSR Journal of Business and Management (IOSR-JBM)*, 20(2), 29–37. <https://pdfs.semanticscholar.org/cdb2/c3d53fa674b0fe116c2bd5d2db4efa33d334.pdf>
- Mathis, R., & Jackson, J. (2006). *Manajemen Sumber Daya Manusia*. Salemba Empat.
- Metin, K., & Asli, K. (2018). The relationship between organizational commitment and work performance: A case of industrial enterprises. *Journal of Economic and Social Development (JESD)*, 5(1), 46–50. http://www.jesd-online.com/dokumenti/upload/separated/Vol_5_No_1_Paper5.pdf
- Mowday, R., Porter, L., & Steers, R. (1982). Employee-organization hnkages. In P. Warr (Ed.), *Organizational and occupational psychology* (pp. 219–229). Academic Press.
- Mukhtar, A. (2018). The effect of competence and organization culture to work satisfaction and employee performance of sharia banks in Makassar City. *International Journal Of Scientific & Technology Research*, 7(10), 1–6. <https://www.ijstr.org/final-print/oct2018/The-Effect-Of-Competence-And-Organization-Culture-To-Work-Satisfaction-And-Employee-Performance-Of-Sharia-Banks-In-Makassar-City.pdf>
- Mulyasa, E. (2004). *Kurikulum Berbasis Kompetensi: Konsep, Karakteristik dan Implementasi*. PT. Rineja Rosdakarya.
- Nguyen, T. H., & Aida, G. (2014). *Factors that influence consumer purchasing decision of privat label food products* [Thesis]. School of Business Society and Engineering. <https://www.diva-portal.org/smash/get/diva2:705384/FULLTEXT01.pdf>
- Paramita, E., Lumbanraja, P., & Absah, Y. (2018). The effect of organizational culture and commitment to performance of employees with working satisfaction as moderation variables in Pt. Bank Mandiri (Persero) Area Medan. *Global Journal of Management and Business Research: A Administration and Management*, 18(11), 25–32. <https://journalofbusiness.org/index.php/GJMBR/article/view/2595>
- Rabo, U. M. (2018). Relationship between teacher competence, school climate and academic performance of public senior secondary school students in Sokoto State, Nigeria. *International Journal of Humanities and Social Science Invention (IJHSSI)*, 7(11), 34–40. [http://www.ijhssi.org/papers/vol7\(11\)/Version-1/G0711013440.pdf](http://www.ijhssi.org/papers/vol7(11)/Version-1/G0711013440.pdf)
- Raveendran, T., & Gamage, A. S. (2019). The mediating effect of organizational commitment in the impact of transformational leadership style on employee performance: A study of divisional secretariats in the Jaffna District. *International Journal of Human Resource Studies*, 9(2), 116–139. <https://doi.org/10.1002/jls.21422>
- Renyut, B. C., Modding, H. B., Bima, J., & Sukmawati. (2017). The effect of organizational commitment, competence on job satisfaction and employee's performance in Maluku Governor's Office. *IOSR Journal of Business and Management (IOSR-JBM)*, 19(11), 18–29. <http://www.iosrjournals.org/iosr-jbm/papers/Vol19-issue11/Version-3/C1911031829.pdf>
- Rotundo, M., & Sackett, P. R. (2002). The relative importance of task, citizenship, and counterproductive performance to global ratings of job performance: A policy-capturing approach. *Journal of Applied Psychology*, 87(1), 66–80. <https://doi.org/10.1037/0021-9010.87.1.66>
- Rubindra, K., & Lalatendu, K. (2017). Employee performance at workplace: Conceptual model and empirical validation. *Business Perspectives and Research*, 5(1), 1–17. K.J. Somaiya Institute of Management Studies and Research SAGE Publications. https://www.researchgate.net/publication/311650540_Employee_Performance_at_Workplace_-_Conceptual_Model_and_Empirical_Validation/link/5aad296ea6fdcc1bc0bad5ba/download
- Sari, E. N., & Lestari, S. (2018). Pengaruh Kompetensi dan time budget pressure Terhadap Kualitas Audit Pada BPK RI Perwakilan Provinsi Sumatera Utara. *Jurnal Riset Akuntansi Dan Keuangan*, 6(1), 81–92.

- <https://ejournal.upi.edu/index.php/jrak/article/view/11280>
- Sari, F. M. (2013, April). Pengaruh Kompetensi dan Lingkungan Kerja Terhadap Kepuasan Kerja dan Kinerja Guru SD Negeri Kecamatan Gondang Mojokerto. *DIE Jurnal Ilmu Ekonomi Dan Manajemen*, 9 (2 hal), 137–153. <https://media.neliti.com/media/publications/242961-pengaruh-kompetensi-dan-lingkungan-kerja-a41370af.pdf>
- Sarmawa, I. W. G., Suryani, N. K., & Riana, I. G. (2015). Commitment and competency as an organizational citizenship behaviour predictor and its effect on the performance a study of private vocational high schools in Klungkung regency, Bali, Indonesia. *International Journal of Economics, Commerce and Management*, 3(1), 1–13. https://d1wqtxts1xzle7.cloudfront.net/57243224/2015_Commitment_and_Competency_IJECM.pdf?1535165313=&response-content-disposition=inline%3B+filename%3DCOMMITMENT_AND_COMPETENCY_AS_AN_ORGANIZA.pdf&Expires=1594022712&Signature=JUJ-KFUDidAc3L40oVx26zIMqMh9iOxHpVBl3uDQ6aN5M0Repzc-h95VCfZRQqIjSW86VAdmX124c41Us23EvNlyCUNa5yHMnGhh5unFpfAfJKPNwd6JFg~PTnK1GcNm54W84cGBuAHvHyfJrM3CA4bZ~U2fQMs2qsNukCluKhho3JCJ9oD412AAt7YebnOS698nvAd4kyYARZQLm8DIeKeRUyp8fxtOg2pDXMR~gE7GMadQ~SrkGHAqVfZUyNk8u2R6PX3oQJGqDT2VN2O0La084M5GKKblMwDGZe5NgrIOWWMna8CZ9d-RBS7LZ~rO082kt67JJlpG3-eKf3VRA__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA
- Setyaningtyas, E., Kertahadi, U. N., & Thoyib, A. (2013). The effect of human resource competence, organizational commitment and transactional leadership on work disciplinary, job satisfaction and employee's performance. *Interdisciplinary Journal of Contemporary Research in Business*, 5(4), 140–154. <https://journal-archieves35.webs.com/140-153.pdf>
- Shodikin, S. (2013). Pengaruh Kompetensi Dan Komitmen Organisasi Terhadap Kinerja Guru Yang Dimoderasi Oleh Iklim Organisasi Pada MI Winong Kabupaten Pati. *Sekecamatan. Prosiding Seminar Nasional Multi Disiplin Ilmu & Call For Paper Sunu Bank*. ISBN: 978-979-3649-818. <https://media.neliti.com/media/publications/173304-ID-pengaruh-kompetensi-dan-komitmen-organis.pdf>
- Sjahrazad, M., Asmorowati, S., & Irianto, J. (2009). *Manajemen Sumber Daya Manusia Berbasis Kompetensi Untuk Pelayanan Publik*. Airlangga University Press.
- Spencer, L. M., & Spencer, S. M. (1993). *Competence work: Model for superior performance*. John Wiley and Sons, Inc.
- Sugihartono, I. (2018). Organizational climate, organizational commitment, job satisfaction, and employee performance. *Diponegoro International Journal of Business*, 1(2), 112–120. <https://doi.org/10.14710/dijb.1.2.2018.112-120>
- Suhardi, R. I. A. B., & Sari, I. A. B. (2018). The effect of competence, compensation of organizational citizenship behavior and performance of employees in life insurance companies in Batam City. *Archives of Business Research*, 6(10), 295–310. <https://doi.org/10.14738/abr.610.5484>
- Sujana, E. (2012, December). Pengaruh kompetensi, motivasi, kesesuaian peran dan komitmen organisasi terhadap kinerja auditor internal Inspektorat Pemerintah Kabupaten (Studi pada Kantor Inspektorat Kabupaten Badung dan Buleleng). *Jurnal Ilmiah Akuntansi dan Humanika*, 2 (1). <http://dx.doi.org/10.23887/jinah.v2i1.551>
- Sungu, L. J., Weng, Q., & Xu, X. (2019). Organizational commitment and job performance: Examining the moderating roles of occupational commitment and transformational leadership. *International Journal of Selection and Assessment*, 27(3), 280–290. <https://doi.org/10.1111/ijsa.12256>
- Suriadi, G. M. U., Hamzah, M. N., & Ariifin, Z. (2018). The mediating role of organizational commitment of job performance: The impacts of leadership, job competency, and organizational culture. *Archives of Business Research*, 6(11), 61–72. <https://doi.org/10.14738/abr.611.5609>
- Tabiu, A., Pangil, F., & Othman, S. Z. (2016). Examining the link between HRM practices and employees' performance in Nigerian public sector. *Manajemen Science Letters*, 6, 395–408. <http://repo.uum.edu.my/id/eprint/21203>
- Vindyani, N. P., & Desiana, P. M. (2018). The effect of knowledge sharing on affective commitment: The mediation role of competency development of Gen Y employees at PT PP (Persero), Tbk Head Office. *Advances in Economics, Business and Management Research*, 72, 105–110. <https://doi.org/10.2991/icbmr-18.2019.18>
- Viswesvaran, C., & Deniz, S. (2000). Perspectives on models of job performance. *International Journal of Selection and Assessment*, 8(4), 216–226. <https://doi.org/10.1111/1468-2389.00151>
- Wibowo. (2007). *Manajemen Kinerja*. PT. RajaGrafindoParsada.
- Yusuf, A. M. (2014). *Metode Penelitian Kuantitatif, Kualitatif & Penelitian Gabungan*. Penerbit Kencana.
- Zhang, T., Zhang, J., & Li, C. (2018). A study of the employees' professional competency on career commitment towards work performance in ecology industry. *Ekoloji*, 27(106), 1785–1791. <http://www.ekolojidergisi.com/download/a-study-of-the-employees-professional-competency-on-career-commitment-towards-work-performance-in-5551.pdf>



© 2020 The Author(s). This open access article is distributed under a Creative Commons Attribution (CC-BY) 4.0 license.



You are free to:

Share — copy and redistribute the material in any medium or format.

Adapt — remix, transform, and build upon the material for any purpose, even commercially.

The licensor cannot revoke these freedoms as long as you follow the license terms.

Under the following terms:

Attribution — You must give appropriate credit, provide a link to the license, and indicate if changes were made.

You may do so in any reasonable manner, but not in any way that suggests the licensor endorses you or your use.

No additional restrictions

You may not apply legal terms or technological measures that legally restrict others from doing anything the license permits.

***Cogent Business & Management* (ISSN:) is published by Cogent OA, part of Taylor & Francis Group.**

Publishing with Cogent OA ensures:

- Immediate, universal access to your article on publication
- High visibility and discoverability via the Cogent OA website as well as Taylor & Francis Online
- Download and citation statistics for your article
- Rapid online publication
- Input from, and dialog with, expert editors and editorial boards
- Retention of full copyright of your article
- Guaranteed legacy preservation of your article
- Discounts and waivers for authors in developing regions

Submit your manuscript to a Cogent OA journal at www.CogentOA.com

