

**Loyalty is Reviewed from Competency, Organizational Culture, Work Environment And Rewards: Study on Working Occupational Therapists at a Hospital in The Surakarta Region**

**Basuki Sukandaru Muhtar, Sudarwati, Istiatin**

Surakarta Batik Islamic University  
basukisukandaru@gmail.com, sudarwati@gmail.com, istiatin@gmail.com

**ABSTRACT**

*Loyalty in Terms of Competencies, Organizational Culture, Work Environment, and Rewards (Study of Hospital Occupational Therapists in the Surakarta). This study aims to determine and explain the effects of Competencies, Organizational Culture, Work Environment, and Rewards on Hospital Occupational Therapists in Surakarta. The population is all Occupational Therapists who work in Hospitals in Surakarta, the number of which is 37. The sampling technique uses the census method with a total sample of 37 respondents. Data collection using a questionnaire. Data analysis technique used statistical analysis, namely multiple linear regression test, F test, t test, and the coefficient of determination. The results of the study show that competence, organizational culture, work environment, and rewards have a positive and significant effect on the loyalty of hospital occupational therapists in the Surakarta area. This means that the higher the level of competence, organizational culture, work environment and rewards, the higher the employee loyalty, conversely the lower the level of competence, the lower employee loyalty can be. Competency, Organizational Culture, Work Environment and Rewards variables contributed to Loyalty by 57.1% while the remaining 43.9% was explained by other variables not proposed in this study. Suggestions from this research, Hospitals need to selectively provide improvement programs competence, rewards, and opportunities to practice Occupational Therapy by applying Organizational Culture at work in a conducive work environment.*

**Keywords:** *Loyalty, Occupational Therapist, Competence, Organizational Culture, Work Environment, Rewards*

**ABSTRACT**

Loyalitas Ditinjau Dari Kompetensi, Budaya Organisasi, Lingkungan Kerja, Dan Penghargaan (Studi Pada Okupasi Terapis Yang Bekerja Di Rumah Sakit Di Wilayah Surakarta). Penelitian ini bertujuan untuk mengetahui dan menjelaskan pengaruh Kompetensi, Budaya Organisasi, Lingkungan Kerja, dan Penghargaan pada Okupasi Terapis yang bekerja di Rumah Sakit di wilayah Surakarta. Populasinya seluruh Okupasi Terapis yang bekerja di Rumah Sakit di wilayah Surakarta yang jumlahnya 37. Teknik sampling menggunakan metode sensus dengan jumlah sampel 37 responden. Pengumpulan data dengan menggunakan kuisisioner. Teknik analisis data yang digunakan analisis statistik yaitu uji regresi linear berganda, uji F, uji t, dan koefisien determinasi. Hasil Penelitian menunjukkan bahwa Kompetensi, Budaya Organisasi, Lingkungan Kerja, dan Penghargaan berpengaruh

positif dan signifikan berpengaruh terhadap loyalitas Okupasi Terapis yang bekerja di Rumah Sakit di wilayah Surakarta. Artinya semakin tinggi tingkat kompetensi, budaya organisasi, lingkungan kerja dan penghargaan maka semakin meningkat pula loyalitas para pegawai, sebaliknya semakin rendah tingkat kompetensi maka dapat menyebabkan loyalitas pegawai menurun. Variabel Kompetensi, Budaya Organisasi, Lingkungan Kerja dan Penghargaan memberikan sumbangan terhadap Loyalitas sebesar 57,1% sedangkan sisanya sebesar 43,9% diterangkan oleh variabel lain yang tidak diajukan dalam penelitian ini. Saran dari penelitian ini, Rumah Sakit perlu secara selektif memberikan program peningkatan kompetensi, penghargaan, dan kesempatan berpraktik Okupasi Terapi dengan menerapkan Budaya Organisasi dalam pekerjaan pada lingkungan kerja yang kondusif.

**Kata kunci:** Loyalitas, Okupasi Terapis, Kompetensi, Budaya Organisasi, Lingkungan Kerja, Penghargaan

## INTRODUCTION

Every person who decides to join a particular organization has rights and obligations that have been determined by the organization, apart from having to comply with existing regulations and must also have a loyal attitude to the organization. Loyalty is understood as a sense of responsibility, loyalty to a particular organization or agency and trying to provide the best results for the organization one joins.

Loyalty is a person's loyalty to something which is not only limited to physical loyalty, but also to non-physical loyalty such as thoughts and attention. The loyalty of employees in an organization is absolutely necessary to achieve organizational success (Citra & Fahmi, 2019). High employee loyalty will have an impact on increasing productivity and quality for the company. Employee loyalty can be used to measure the level of employee loyalty (Ngatman, Jumali, Istiatin, 2018).

Work loyalty or fidelity is one of the elements used in assessing employees which includes loyalty to the job, position and organization they join (Putra, Fitriyani, Simanjorang, 2020). The survival of a company or organization depends on the quality of work and loyalty of its employees so that the company's operational activities also run effectively (Nuriyah, 2021).

Companies need to pay attention to factors that influence increasing employee loyalty, for example leadership, work motivation, work environment conditions, discipline and competence, employee training and communication between employees and leaders (Ngatman, Istiatin, Jumali, 2018). Several of these aspects can reflect the loyalty of employees or employees. If employees are placed not in departments according to their competence, then a mismatch will arise which will result in their loyalty decreasing and company goals not being achieved.

Many other factors influence loyalty in organizations. Loyalty in an organization is also influenced by organizational culture, which is an important component in an organization. Organizational culture is a value that will determine the behavior of all members in the organization and is a component that can differentiate between one organization and another. Organizational culture will be beneficial for an organization if all members use it as a work guide in their daily lives

in the organization. The implementation of organizational culture is said to be successful if the organizational culture has adhered to all members (Setiawan, 2018). Organizational culture contains values that must be understood, imbued with and implemented by employees in order to carry out their duties more quickly so that employees feel comfortable working, have a feeling of belonging, and are highly committed to work as well as a high sense of fidelity or loyalty (Nuriyah & Azizah, 2021)

Work loyalty can also be increased through the employee's work environment, where if the work environment of the workforce is good, it will increase comfort when working and ultimately increase loyalty (Putra & Sriathi, 2019). The work environment is also a factor that greatly influences employee loyalty to the company. The work environment will have a huge impact if the needs required by employees are met. Employee loyalty will arise if their needs are met so they will work as well as possible. A good environment for employees will support the completion of work on time without having to overtake company targets (Ismail, Hartono, Istiatin, 2021).

Another factor that can influence employee loyalty is appreciation or reward. Rewards are a technique for providing motivation to an individual to carry out good deeds and increase achievement (Sutisna & Pratana, 2022). Several things can be done to develop Human Resources (HR) include job promotions, giving rewards, bonuses, determining the best employees and others (Margary, Goh, & Michael, 2022). Employee needs must be met so that employees work with satisfaction because their dedication to the company is appreciated, and ultimately their performance is better which can increase employee achievement. A good working atmosphere in a company environment will emerge when employee needs are met. One of these fulfillments is giving rewards which can have an impact on loyalty (Safitri & Ari, 2021).

Occupational Therapists can provide Occupational Therapy services in Health Service Facilities in the form of health centers, clinics, hospitals and other Health Service Facilities (Minister of Health Regulation No. 23 of 2013 concerning the Implementation and Practice of Occupational Therapists).

Occupational Therapists in Hospitals in the Surakarta area work in Government Hospitals and Private Hospitals with a total of around 40 (forty) people. Based on membership data at the Indonesian Occupational Therapists Association, there have been many transfers of workplaces, including in the Surakarta area, so that in this case it illustrates or shows the possibility of a lack of loyalty to the workplace. Data shows that in the period 10 November 2020 to 12 March 2023, there were 371 member transfers from one branch to another with 60 member transfers involving members or Occupational Therapists in Surakarta for various reasons.

Based on the data above, identified problems are the reasons why Occupational Therapists transfer or transfer membership due to changing work agencies, including 1) income or salary that does not meet expectations; 2) less suitable work environment or friends; 3) the work system (institutional culture) is

not good; 4) lack of supporting skills or competencies; 5) join the husband's or wife's service or work; and 6) married or becoming a housewife.

Based on the description and phenomena above, the researcher decided to conduct research with the title "Loyalty in terms of Competence, Organizational Culture, Work Environment, and Rewards (Study of Occupational Therapists Working in Hospitals in the Surakarta Area).

## RESEARCH METHODS

This research uses a quantitative descriptive approach. In this quantitative descriptive research, the author focuses research on the influence of Competency, Organizational Culture, Work Environment and Respect on Occupational Therapist Loyalty to the Hospital where they work by collecting data using a questionnaire.

In conducting this research, the time required is 6 (six) months starting from observation to producing data results and research conclusions and will be carried out in Surakarta in the period May - October 2023.

Hospitals where Occupational Therapists work in the Surakarta area include Dr. Muwardi Surakarta, Surakarta Regional Mental Hospital, Dr. Oen Kandang Sapi Surakarta, Hermina Hospital Surakarta, PKU Muhammadiyah Hospital Surakarta, Kasih Ibu Hospital Surakarta, RSUI Kustati Surakarta, Orthopedic Hospital Surakarta, UNS Hospital Surakarta, JIH Hospital Surakarta, Indriyanti Hospital Solo Baru, and Dr. Oen Solo Baru. The population in this study were Occupational Therapists who worked in hospitals in Surakarta, totaling 37 people. The sample taken in this research was 37 people

## RESULTS AND DISCUSSION

The multiple linear regression equation can be interpreted to mean that competence (X1), organizational culture (X2), work environment (X3), appreciation (X4) have a positive effect on loyalty. For more details, see the multiple linear regression results table below.

**Table 1. Multiple Linear Regression Results**

Variable	Regression coefficient	t statistics	Sig. Q
Constant	4,602	-	
Competence	0.752	3,652	0.099
Organizational culture	0.067	2,295	0.001
Work environment	0.118	2,035	0,000
Award	0.012	2,110	0.013
R square	0.710		
F statistics	12,985		

Sig. F 0,000

---

Source: Processed primary data, 2023

$$Y = 4.602 + 0.752 X_1 + 0.067 X_2 + 0.118 X_3 + 0.012$$

From this equation it can be explained that:

a. Constant (a)

A constant value of 4.602 indicates that the Competency, Organizational Culture, Work Environment and Reward variables if the value is 0 then the Loyalty of Occupational Therapists Working in Hospitals has a Loyalty level of 4.602.

b. Competency Coefficient ( $b_1$ )

The Competency coefficient value or Competency variable ( $\beta_1$ ) is 0.752 with a positive value. This means that for every increase in Competency by 1 time, the Loyalty of Occupational Therapists Working in Hospitals will increase by 0.752 assuming the other variables are constant.

c. Organizational Culture Coefficient ( $b_2$ )

The coefficient value of Organizational Culture or the Organizational Culture variable ( $\beta_2$ ) is 0.067 with a positive value. This means that for every increase in Organizational Culture by 1 time, the Loyalty of Occupational Therapists Working in Hospitals will increase by 0.067 assuming the other variables are constant.

d. Work Environment Coefficient ( $b_3$ )

The Work Environment value or Work Environment variable ( $\beta_3$ ) is 0.118 with a positive value. This means that for every increase in the Work Environment by 1 time, the Loyalty of Occupational Therapists Working in Hospitals will increase by 0.118 assuming the other variables are constant.

e. Reward Coefficient ( $b_4$ )

The Award value or Award variable ( $\beta_3$ ) is 0.012 with a positive value. This means that for every increase in the Award by 1 time, the Loyalty of Occupational Therapists Working in the Hospital will decrease by 0.012 assuming the other variables are constant.

## Discussion

### 1. The Effect of Competence on Loyalty Occupational Therapists Working in Hospitals

Based on the tests presented in Table IV.10, it shows. The Competency variable has a value of  $t_{count} > t_{table}$  ( $3.652 > 1.687$ ) and a significance of  $0.001 < 0.05$ . It can be concluded that Competency has a positive and significant effect on the Loyalty of Occupational Therapists Working in Hospitals.

The results of research on Competency have a positive and significant effect on Loyalty Occupational Therapists Working in Hospitals in line with research conducted by Djumali, Istiatin and Ngatman (2018), Yeshinta, Hartono, and Istiatin (2020), Ismail, Hartono, and Istiatin (2021), and Yudi, et.al., (2018).

The competency of Occupational Therapists in Hospitals in the Surakarta area is in accordance with the minimum standard provisions for Occupational Therapy services which state that the minimum education for Occupational Therapy personnel is Diploma III Occupational Therapy graduates from formal educational institutions that have passed accreditation and are recognized by the government. The competency of Occupational Therapists who work in hospitals in the Surakarta area is based on appropriate skills and knowledge and is supported by a good work attitude. Apart from that, Occupational Therapists are given the opportunity to demonstrate their competence so that they will feel satisfied with the acceptance of the hospital where they work so that they are loyal to their hospital. The higher the Occupational Therapist's competency, the higher their loyalty will be.

## 2. The Influence of Organizational Culture on Loyalty Occupational Therapists Working in Hospitals

Based on the tests presented in Table IV.10, it shows. The Organizational Culture variable has a value  $t_{count} > t_{table}$  ( $2,295 > 1,687$ ) and a significance of  $0.008 < 0.05$ , it can be concluded that Organizational Culture positive and significant influence on the Loyalty of Occupational Therapists Working in Hospitals.

The research results of Organizational Culture have a positive and significant effect on Loyalty Occupational Therapists Working in Hospitals in line with research by Setiawan (2018), Widiyaniti, Wimba, and Mahayasa (2021), and Kahpi, et., al (2020) but not in line with the results of research conducted by Nuriyah and Azizah (2021)

The organizational culture that applies in each hospital, consisting of routines and obligations that must be carried out by all hospital employees, can be carried out by all Occupational Therapists who work in the hospital. In this case, the daily routine of hospital employees is that all employees must record their attendance both going to and leaving work, as well as carrying out the task of providing Occupational Therapy services to clients or patients in a professional manner in accordance with the field of Occupational Therapy in accordance with referrals or orders from doctors or health professionals. other.

In terms of the obligation that has become a culture in each hospital, it is that Occupational Therapists are sufficiently able to comply with every order given by their direct superior or policies from the hospital management, including that every Occupational Therapist must maintain the good name of the profession and the hospital. Apart from that, some occupational therapists can also provide innovations in occupational therapy services which can provide greater benefits to patients and increase satisfaction with occupational therapy services in particular and hospitals in general.

Occupational Therapists have been able to achieve the work targets set by the hospital so that the performance results reported every month in the form of performance assessments are of good value, so they are able to provide services to patients and visitors and achieve hospital targets in general. The good performance

of Occupational Therapists must be maintained and can even be improved so that in the future it can become a good culture for the organization.

### 3. The Influence of Work Environment on Loyalty towards Loyalty Occupational Therapists Working in Hospitals.

Based on the tests presented in Table IV.10, it shows. The Work Environment variable has a value of  $t_{count} > t_{table}$  ( $2.035 > 1.687$ ) and a significance of  $0.008 < 0.05$ , so it can be concluded that the Work Environment has a positive and significant effect on the Loyalty of Occupational Therapists Working in Hospitals.

Research on the Work Environment towards Loyalty Occupational Therapists Working in Hospitals. significant effect in line with research conducted by Putra and Sriathi (2019), Larastrini and Adnyani (2019), but not in line with research by Fitriyani (2018).

Occupational Therapists currently work in appropriate places and work environments, where they work in Occupational Therapy service units in Medical Rehabilitation Installations and Growth and Development Installations which are part of outpatient and inpatient patient services. By being in an Occupational Therapy unit, which means the closest colleagues are Occupational Therapists or in other words the same profession. A work environment that is not mixed with other professions provides more comfort and motivation at work. A work environment like this is one of the keys to the success of a hospital, where management can adjust the work environment to make it more conducive and comfortable for the Occupational Therapists who join, thereby increasing employee work loyalty.

### 4. The Effect of Rewards on the Loyalty of Occupational Therapists Working in Hospitals

The Reward variable has a value of  $t_{count} > t_{table}$  ( $2.110 > 1.687$ ) and a significance of  $0.013 < 0.05$ , so it can be concluded that Reward has a positive and significant effect on the Loyalty of Occupational Therapists Working in Hospitals.

The results of the research on Rewards for the Loyalty of Occupational Therapists Working in Hospitals have a positive and significant effect in line with research conducted by Sutisna and Pratana (2022), Michael, Goh, and Mergery (2022) and Safitri and Ari (2021).

Occupational Therapists who work optimally in hospitals, several people have received awards for their performance or achievements. One proof of appreciation that is routinely obtained in relation to the performance of Occupational Therapy at the hospital is the receipt of medical services for the services provided, both in the form of remuneration and certain bonuses. The awards received greatly influence employee performance so that day by day, Occupational Therapist morale increases. A good reward system in this performance process will be a special motivation for Occupational Therapists so that Occupational Therapists have high loyalty to the hospital with evidence that not many people resign from the hospital where they work.

## CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research on the Influence of Competency, Organizational Culture, Work Environment and Rewards on the loyalty of Occupational Therapists who work in Hospitals in the Surakarta Region, it can be concluded that:

1. Competence has a positive and significant effect on the Loyalty of Occupational Therapists who work in hospitals in the Surakarta area.
2. Organizational culture has a positive and significant effect on the Loyalty of Occupational Therapists who work in hospitals in the Surakarta area.
3. The work environment has a positive and significant effect on the Loyalty of Occupational Therapists who work in hospitals in the Surakarta area.
4. Awards have a positive and significant effect on the Loyalty of Occupational Therapists who work in hospitals in the Surakarta area.

## BIBLIOGRAPHY

- Afandi, P. (2018). *Human Resource Management (Theory, Concepts and Indicators)*. Riau: Zanafa Publishing.
- Alsadoon, AAA (2022). Impact Of The Organizational Culture On Organizational Loyalty (Field Study In The College Of Al-Kunooz University). *World Bulletin of Management and Law*, 9, 110-121.
- Citra, LM, & Fahmi, M. (2019). The Influence of Leadership, Job Satisfaction, and Work Motivation on Employee Loyalty. *Maneggio: Master of Management Journal*. Vol 2, p. 214-225
- Edy, S. (2015). *Human Resource Management*. Jakarta: Kencana.
- Enny, M. (2019). *Human Resource Management*. Surabaya: UBHARA Management Press.
- Fahmi, I. (2016). *Human Resource Management Theory and Application*. Bandung: Alfabeta
- Fitriyani, EN (2018). The influence of transformational leadership, work environment, and religiosity toward employee loyalty of IAIN Salatiga. *Muqtasid: Journal of Sharia Economics and Banking*, 9(1), 29.
- Ghozali, I. (2016). *Application of Multivariate Analysis with IBM SPSS 23 Program*. Edition 8. Semarang: Diponegoro University Publishing Agency
- Ghozali, I. (2018). *Multivariate Analysis Applications with the IBM SPSS 25 Program*. Ninth Edition. Semarang: Diponegoro University Publishing Agency
- Hasibuan, M., S. (2017). *Human Resource Management*. Jakarta: PT. Literary Earth

- Imaniyah, K., Firdaus, MA, & Agung, S. (2022). The Influence of Rewards and Punishments on PT Employee Loyalty. *Anugrah Mitra Investa. Manager: Journal of Management Science*, 5(1), 37-45.
- Ismail, M., & Hartono, S. (2021). Employee Loyalty Judging from Incentives, Competence and Work Environment at Pt. Brantas Abipraya (Case Study of the Bali Sidan Dam Project). *Widya Ganecwara Journal*, 11(1), 1-10.
- Kahpi, HS, Salam, AF, Riyanto, I., Fathurrohman, F., & Nuryanto, UW (2020). The Role of Organizational Culture Against Employee Loyalty in the Manufacturing Industry of Musical Instrument Assembly. *International Review of Management and Marketing*, 10(4), 119.
- Kuntjojo. (2010). *Research methodology*. Kediri: PGRI Nusantara University
- Lalisang, IR, Taroreh, RN, & Lumintang, GG (2022). The Influence of Work Motivation, Reward and Punishment on Employee Loyalty at PT. PLN (Persero) UP 3 Tahuna ULP Tagulandang. *EMBA Journal: Journal of Research in Economics, Management, Business and Accounting*, 10(4), 679-687.
- Larastrini, PM, & Adnyani, IGAD (2019). *The Influence of Job Satisfaction in the Work Environment and Work-Life Balance on Employee Loyalty (Doctoral dissertation, Udayana University)*.
- Michael, M., Goh, T.S., & Margery, E. (2022). The Influence of Position Promotion and Rewards on Work Loyalty of PT Employees. *Esa Sentosa Abadi Indonesia Medan. PURIBERSAMA: Joint Research Publication Journal for Lecturers and Students*, 1(1).
- Minister of Health Regulation no. 23 of 2013 concerning the Implementation and Practice of Occupational Therapists
- Ngatman, I. (2018). The Influence of Competence, Communication and Leadership on Employee Loyalty at CV Andalas Computer Surakarta. *Journal of Economics and Entrepreneurship*, 18(3).
- Nuriyah, S., & Azizah, N. (2021). The influence of leadership, work motivation and organizational culture on employee loyalty. *Journal of Business, Economic, Social and Political Analytics*, 1(01), 22-31.
- Pasolong, Harbani (2023). *Public Administration Theory*. Bambang: Alfabeta
- Poerwopoespito. (2016). *Human Resource Management*. Bandung: Alfabeta.
- Prashanth, K. C., & Veena, M. (2022). Effects Of Recognition And Rewards On Employee Loyalty. *EPRA International Journal of Research and Development (IJRD)*, 7(6), 354-357.

- Pratana, F. (2022). Analysis of the Influence of the Work Environment, Work Stress, and Rewards on Employee Loyalty at PT Gabri Indo Italy (Doctoral dissertation, Buddhi Dharma University).
- Putra, IWS, & Sriathi, AAA (2018). The influence of the work environment, work stress and compensation on employee loyalty (Doctoral dissertation, Udayana University).
- Safitri, D. (2020). The Influence of Spiritual Intelligence and Rewards on Employee Loyalty at PT. MegahJaya Cemerlang (Doctoral dissertation, Pgri Adi Buana University Surabaya).
- Sedarmayanti. (2014). Human Resources and Work Productivity. Jakarta: Mandar Maju.
- Sedarmayanti. (2018). Human Resources and Work Productivity. Bandung: CV. Mandar Maju.
- Setiawan, AA (2018). The Influence of Teamwork and Organizational Culture on Organizational Loyalty. *Psychoborneo: Scientific Journal of Psychology*, 6(3).
- Siagian, S., P. (2015). Human Resource Management. Jakarta: PT Bumi Aksara.
- Simanjuntak, M. (2021). The influence of teamwork and reward career development on PT employee loyalty. *Angkasa Tour & Travel. Collection of Scientific Work by Students of the Faculty of Social Sciences*, 1(01).
- Sudarmanto. (2015). HR Performance and Competency Development. Yogyakarta: Student Library.
- Sugiyono. (2019). Quantitative, Qualitative, and R&D Research Methods. Bandung: Alfabeta.
- Suwandi, YW Employees' Competency To Employee Loyalty In Rural Banks (BPR) Of West Bandung Regency.
- Tamba, A., W, Pio, R., J. & Sambul, S., A., P. (2018). The Influence of Work Discipline and Employee Loyalty on Employee Performance at PT. Columbindo Perdana Manado Branch. *Journal of Business Administration*. 7(1).33- 41.
- Veithzal Rivai Zainal, S. (2015). Human Resources Management for Companies. 7th Edition. Depok: PT Rajagrafindo
- Widhiantari, N, M., T & Wirawan, I., D., G., K. (2022). The Influence of Member Motivation and Member Attitudes on Member Loyalty in the Kertasari Sedana Banjar Kertasari Peguyangan Multi-Business Cooperative 2020. 3(1). 6-12.
- Widiyanti., Wimba., & Mahayasa. (2021). The Influence of Organizational Culture and Organizational Commitment on the Loyalty of Bumdes Members in Kuku Winangun Village. 1-10.

# *Reslaj: Religion Education Social Laa Roiba Journal*

Volume 6 Nomor 3 (2024) 930 - 940 P-ISSN 2656-274x E-ISSN 2656-4691

DOI: 10.47476/reslaj.v6i3.651

Wirawan, IDGK, & Widhiantari, NMT (2022). The Influence of Member Motivation and Member Attitudes on Member Loyalty in the Multi-Business Cooperative Kertasari Sedana Banjar Kertasari Peguyangan Year 2020: The Influence Of Members' Motivation And Members' Attitud To Member Loyalty In Cooperatives Business Business Kertasari Sedana Banjar Kertasari Peguyangan Year 2020. *Arthaniti Studies*, 3 (1), 6-12.

Yeshinta, Y., Hartono, S., & Istiatin, I. (2020). Employee Loyalty Judging from Emotional Intelligence, Commitment, Self-Efficacy, and Competence (Case Study at KPPBC TMP B Surakarta). *Business Management Analysis Journal (BMAJ)*, 3(1), 58-71.