

Professional Construction Workforce Commitment Model in Maintaining Project Performance in East Kalimantan

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Abstract

The impact of labor quality on project effectiveness is crucial, influenced by factors like leadership style, motivation, and work-life balance. Companies must consider the commitment model of professional construction workers to enhance project performance, especially in resource-scarce regions like East Kalimantan. Researchers aimed to identify this commitment model's role in East Kalimantan's projects. Using a mixed method with 250 respondents, including various stakeholders, the study found that authentic leadership positively affects worker commitment and project outcomes (accepted hypotheses H1, H2, H5, H7), while other hypotheses were rejected (H3, H4, H6). Data were collected via questionnaires and interviews, analyzed using SEM SmartPLS for quantitative data and qualitative methods for interview data.

Keywords: Motivation, Leadership, Commitment of Professional Construction Workers, Work-Life Balance, Project Performance.

The construction sector is one of the main drivers of the national economy in a country. This is because the construction sector can produce products in the form of facilities or infrastructure that have a function in supporting the country's economic growth and also national development. Apart from that, Alboutoush, et al in 2022 also stated that the construction industry and the economy are related to three characteristics, namely: public sector customers, large market size with investment potential and multiplier effects as the main source of employment both directly and indirectly (Alboutoush, et al 2022).

It is hoped that construction projects that are already underway can be completed effectively

and efficiently. Because the success of the project has an important role for countries including developing countries in the development and economic aspects. Project success can be known or measured through four main measures of project success, namely time, cost, quality and environment. Apart from that, many researchers believe that cost, time, quality and compliance can also be used to measure the success of a project (Alboutoush, et al. 2022).

One of the important components of the success of a project is project resources which will influence the quality of project performance and project completion. Because project resources, especially those related to human resources, will participate in carrying out every

stage of the project from preparation to completion of the project. The preparations required to maintain good project performance during construction require cost estimation, resource planning, work methods, risk management, Occupational Health and Safety and Environmental Management Systems (SMK3L). Winarsih in research conducted in 2022 stated that human resources are an important component in a company or organization to run the business it runs.

Professional workers are one of the human resources who are expected to have a high performance commitment so that they can provide loyalty to the project being worked on so that the project can be completed effectively and efficiently. Professional workers are anyone who has skills, knowledge and experience in carrying out construction work as proven by a construction work competency certificate. It doesn't stop here, the existing literature states that apart from professional workers, the commitment possessed by workers is also important, where employee commitment is defined as a stabilizing force designed to maintain behavior even if the company fails to meet expectations. Employee Commitment (EC) is a psychological condition that brings personal attachment to an organization. Construction workers who do not have a performance commitment are considered to have an impact on the slow completion of the project because project work motivation is reduced. Therefore, the commitment of professional construction workers must always be maintained so that workers can give their loyalty to the project being carried out and have an impact on completing the project effectively and efficiently. Projects that are not completed according to plan will have an impact on cost overruns and various other negative impacts, and the project may even stall or not run well so that development is hampered and its utilization is not optimal.

There are several things that are considered to have an influence on employee commitment

(EC), namely leadership style, motivation, leadership and work-life balance. This is as stated by Alamanda, et al in 2021 and Jafar et al in 2023 who stated that leadership style can have an influence on organizational commitment (Alamanda, et al 2021) (Jafar, et al 2023). The leadership style used by each leader is of course different, for example Tamba and Pratt recommend that the laissez-faire leadership style should be abandoned by being more involved in guiding subordinates, and public managers should formulate and implement an effective reward and recognition system (Tamba and Pratt, 2023) which is expected to expedite the Company's construction process. Currently, many locations in Indonesia are carrying out construction to build various buildings with the desired benefits, one of which is the East Kalimantan area.

East Kalimantan is one of the locations that carries out a lot of construction, but the human resources there are quite limited, so the commitment model of professional construction workers is an important thing that must be maintained so that the project can be successful according to its objectives. Studies regarding the commitment model of professional construction workers have been studied by several researchers, for example research conducted by Dista Amalia Arifah and Candra Romadhon in 2015 regarding the influence of organizational commitment, professional commitment and leadership style on job satisfaction with motivation as an intervening variable (Dista Amalia Arifah and Candra Romadhon, 2015), research conducted by Miftah Fraid fan Sri Dewi Wahyundaru in 2020 regarding the influence of professional commitment, work motivation, organizational commitment, locus of control and supervisory actions on auditor job satisfaction with empirical studies at public accounting firms in the city Semarang (Miftah Farid and Sri Dewi Wahyundaru, 2020), and so on. However, of the several studies that have been conducted, there has been no study that examines the commitment model of professional construction workers in

maintaining project performance in East Kalimantan. This encouraged researchers to conduct a study regarding the commitment model of professional construction workers in maintaining project performance in East Kalimantan. The aim of this research is to identify a model of Professional Construction Workforce Commitment in maintaining project performance in East Kalimantan, where this aim will be studied by identifying the influence of leadership styles, specifically Authentic Leadership, Motivation, Leadership and Work-Life Balance on professional construction workforce commitment and project performance.

RESEACRH METHOD

Mixed research methods were used in this research, which combines quantitative and qualitative approaches to obtain more comprehensive, valid and objective data. This research uses an Explanatory Sequential Mixed Methods Design which involves collecting quantitative data first, then continuing with collecting qualitative data to explain the quantitative results obtained. The research instrument is a questionnaire with a Likert scale for the quantitative phase and open interviews for the qualitative phase. The research population at the quantitative stage was all construction project workers in East Kalimantan, with a sample of 250 respondents. In the qualitative stage, informants were selected using purposive sampling. Data analysis includes descriptive and inferential statistical analysis for the quantitative stage, while for the qualitative stage the analysis is carried out through further clarification of the results of the quantitative analysis.

Inferential statistical analysis in this research uses Structural Equation Modeling (SEM). The choice of SEM is based on its advantages in handling complex models and does not require normal data distribution. SEM modeling steps with SmartPLS software include designing

structural models and measurement models, creating path diagrams, converting path diagrams into a system of equations, estimating parameters, evaluating the goodness of fit model, and testing hypotheses. In addition, the qualitative research stage includes data analysis which is carried out systematically by reducing, presenting, drawing conclusions and verifying research results. The qualitative data analysis method based on the Miles and Huberman model allows researchers to organize data into categories, identify patterns, and draw relevant conclusions based on the hypotheses formulated. The commitment model of professional construction workers in maintaining project performance in East Kalimantan can be observed in the following picture:

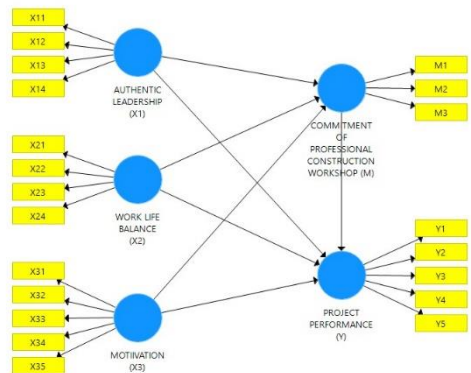


Figure 2.1 Model of Professional Construction Workforce Commitment in Maintaining Project Performance in East Kalimantan

Hypothesis

H1: Authentic Leadership has a positive and significant influence on the commitment of professional construction workers

H2: Authentic Leadership has a positive and significant influence on Project Performance.

H3: Work-life balance has a positive and significant influence on the commitment of professional construction workers.

- H4: Work-life balance has a positive and significant influence on project performance.
- H5: P Motivation has a positive and significant influence on the commitment of professional construction workers
- H6: Motivation has a positive and significant influence on Project Performance

H7: The commitment of professional construction workers has a positive and significant influence on project performance.

RESULTS AND DISCUSSION

4.1 Instrument Validity and Reliability Test

Table 4.1 Summary of Research Questionnaire Reliability Validity

Questionnaire	Mark Corrected Item-Total Correlation	Validity Criteria	Validity Test Conclusion	Mark Cronbach's Alpha	Reliability Test Criteria	Reliability Test Conclusion
Authentic Leadership (X1)	0.905 – 0.964	Greater than 0.361	Valid	0.975	Between 0-1, the closer to 1 the more reliable it is	Reliable
Work Life Balance (X2)	0.911 – 0.955		Valid	0.962		Reliable
Motivasi (X3)	0.780 – 0.958		Valid	0.964		Reliable
Professional Construction Workforce Commitment (M)	0.908 – 0.951		Valid	0.964		Reliable
Project Performance (Y)	0.887 – 0.951		Valid	0.975		Reliable

Source: SPSS Analysis

Table 4.1 shows that the results of trials on 30 respondents outside of the research respondents, resulted in all research questionnaires being tested for validity and reliability, so that they could be distributed to 250 research respondents.

4.2 Data Analysis

Output analysis results using SmartPLS can be seen in Appendix-4 with details of the results as follows:

1. Research Model Diagram

The summary of analysis results of research model parameters (Inner and Outer Model) as a whole can be seen in the following Research Model Diagram:

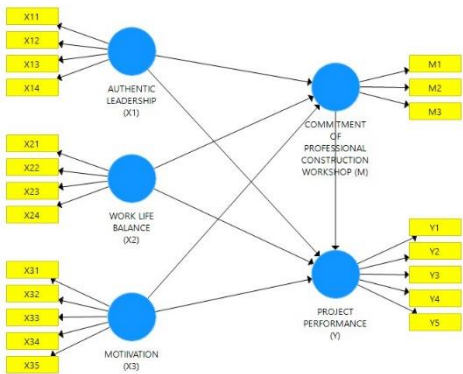


Figure 4.1 Research Model Diagram
Source: SmartPLS

2. Direct Influence (Direct Effects)

Table 4.4 Direct Effects (Direct Effects)

Independent Variable	Variable Intervening Professional Construction TK Commitment (M)		Dependent variable Project Performance (Y)	
	Coefficient	p-Value	Coefficient	p-Value
Authentic Leadership (X1)	0.344	0.000	0.592	0.000
Work Life Balance (X2)	-0.310	0.000	-0.114	0.000
Motivasi (X3)	0.792	0.000	-0.101	0.001
Professional Construction TK Commitment (M)	-	-	0.582	0.000

Source: SmartPLS

Table 4.4 shows that:

a. Direct influence (direct effect) Authentic Leadership (X1) towards Professional Construction TK Commitment (M) is positive 0.344 with a p-value of 0.000 which is smaller than 0.05 which means it is significant.

b. Direct influence (direct effect) Authentic Leadership (X1) on Project Performance (Y) is positive 0.592 with a p-value of 0.000 which is smaller than 0.05 which means it is significant.

c. Direct influence (direct effect) Work Life Balance (X2) towards Professional Construction TK Commitment (M) is negative 0.310 with a p-value of 0.000 which is smaller than 0.05 which means it is significant.

d. Direct influence (direct effect) Work Life Balance (X2) on Project Performance (Y) is negative 0.114 with a p-value of 0.000 which is smaller than 0.05 which means it is significant.

It is. Direct influence (direct effect) Motivation (X3) towards Professional Construction TK Commitment (M) is positive 0.792 with a p-value of 0.000 which is smaller than 0.05 which means it is significant.

f. Direct influence (direct effect) Motivation (X3) on Project Performance (Y) is negative 0.101 with a p-value of 0.001 which is smaller than 0.05 which means it is significant.

g. Direct influence (direct effect) TK Construction Professional Commitment (M) to Project Performance (Y) is positive 0.582 with a p-value of 0.001 which is smaller than 0.05 which means it is significant.

3. Indirect Influence (Indirect Effects)

Table 4.5 Indirect Effect (Indirect Effects)

Track	Indirect Influence	
	Coefficient	p-Value
Authentic Leadership_(X1) - > Professional Construction Workforce Commitment_(M) -> Project Performance_(Y)	0.200	0.000
Work Life Balance (X2) -> Professional Construction Workforce Commitment_(M) -> Project Performance_(Y)	-0.181	0.000
Motivation (X3) -> Professional Construction Workforce Commitment_(M) -> Project Performance_(Y)	0.461	0.000

Source: SmartPLS

Table 4.5 shows that:

a. The indirect effect of Authentic Leadership (X1) on Project Performance (Y) with the mediation of Professional Construction TK Commitment (M) is positive 0.200 with a p-value of 0.000 which is smaller than 0.05 which means it is significant.

b. The indirect effect of Work-Life Balance (X2) on Project Performance (Y) with the mediation of Professional Construction TK Commitment (M) is negative 0.181 with a p-value of 0.000 which is smaller than 0.05 which means it is significant.

c. The indirect effect of Motivation (X3) on Project Performance (Y) with the mediation

of Professional Construction TK Commitment (M) is positive 0.461 with a p-value of 0.000

which is smaller than 0.05 which means it is significant.

4. Total Influence (Total Effects)

Table 4.6 Total Effect (Total Effects)

Variable		Total influence	
Free	Bound	Coefficient	p-Value
Authentic Leadership (X1)	Project Performance (Y)	0.792	0.000
Work Life Balance (X2)		-0.295	0.000
Motivasi (X3)		0.360	0.000
Professional Construction Workforce Commitment (M)		0.582	0.000

Source: SmartPLS

Table 4.6 shows that:

- a. Total influence (total effects) Authentic Leadership (X1) on Project Performance (Y) is positive 0.792 with a p-value of 0.000 which is smaller than 0.05 which means it is significant.
 - b. Total influence (total effects) Work Life Balance (X2) on Project Performance (Y) is negative 0.295 with a p-value of 0.000 which is smaller than 0.05 which means it is significant.
 - c. Total influence (total effects) Motivation (X3) on Project Performance (Y) is positive 0.360 with a p-value of 0.000 which is smaller than 0.05 which means it is significant.
 - d. Total influence (total effects) Commitment of Professional Construction Workers (M) to Project Performance (Y) is positive 0.582 with a p-value of 0.000 which is smaller than 0.05 which means it is significant.
- Coefficient of Determination (R-square)

Table 4.7 Termination Coefficient

Dependent variable	R-square
Professional Construction Workforce Commitment (M)	0.626
Project Performance (Y)	0.775

Source: SmartPLS

Analysis of the coefficient of determination (R2) shows that:

It is. The commitment of professional construction workers (M) can be explained by the factors Authentic Leadership (X1), Work-Life Balance (X2), and Motivation (X3) amounting to 0.626 or 62.60% while the remaining 37.40% is explained by factors other than Authentic Leadership (X1), Work-Life Balance (X2), and Motivation (X3).

f. Project Performance (Y) can be explained by Authentic Leadership factors (X1), Work-Life Balance (X2), Motivation (X3), and Commitment of Professional Construction Workers (M) amounted to 0.775 or 77.50% while the remaining 22.50% was explained by factors other than Authentic Leadership (X1), Work-Life Balance (X2), Motivation (X3), and Commitment of Professional Construction Workers (M).

5. Model Suitability (Model Fit)

Model suitability measurement results (model fit) from the research model with research data can be seen in Appendix 4 with the following details:

- a. Outer Model
 - 1) Convergent validity

Markouter loading of each variable can be seen in the following table.

Table 4.8 Outer Loading

Variable	Outer Loading	Criteria	Conclusion
Authentic Leadership (X1)	0.907 – 0.965	Greater than 0.5 – 0.6	Suitable (Fit)
Work Life Balance (X2)	0.910 – 0.962		Suitable (Fit)
Motivasi (X3)	0.857 – 0.950		Suitable (Fit)
Professional Construction Workforce Commitment (M)	0.940 – 0.976		Suitable (Fit)
Project Performance (Y)	0.889 – 0.958		Suitable (Fit)

Source: SmartPLS

Table 4.8 shows that all values outer loading of each variable is greater than 0.5 – 0.6 so that it can be concluded from the research model

from perspective Convergent validity is appropriate (fit).

2) Discriminant validity

Table 4.9 Construct Validity

Variable	Average Variance Extracted (AVE)	Criteria	Conclusion
Authentic Leadership (X1)	0.883	Greater than 0.50	Suitable (Fit)
Work Life Balance (X2)	0.879		Suitable (Fit)
Motivasi (X3)	0.834		Suitable (Fit)
Professional Construction Workforce Commitment (M)	0.911		Suitable (Fit)
Project Performance (Y)	0.855		Suitable (Fit)

Source: SmartPLS

Table 4.9 shows that all research variables have good discriminant validity because it has value average variance extracted (AVE) each of which is greater than 0.50 so that it can be

concluded from the research model from perspective Discriminant validity is appropriate (fit).

3) Composite reliability

Table 4.10 Reliability Construct

Variable	Composite Reliability	Criteria	Conclusion
Authentic Leadership (X1)	0.968	Greater than 0.70	Suitable (Fit)
Work Life Balance (X2)	0.967		Suitable (Fit)
Motivasi (X3)	0.962		Suitable (Fit)
Professional Construction Workforce Commitment (M)	0.968		Suitable (Fit)
Project Performance (Y)	0.967		Suitable (Fit)

Source: SmartPLS

Table 4.10 shows that all research variables have composite reliability which is good because each has value composite reliability which is greater than 0.70 so that it can be concluded from the research model from perspective Composite reliability is appropriate (fit).

b. Inner Model

Suitability inner model is measured by the formula

$Q^2 = 1 - (1 - R_{12}) (1 - R_{22}) \dots (1 - R_{p2})$
 where Table 4.7 shows that $R_{12} = R$ -square Professional Construction Workforce Commitment (M) = 0.626 and $R_{22} = R$ -square Project Performance (Y) = 0.775

$Q2 = 1 - (1 - 0.626)(1 - 0.775) = 1 - 0.08415 = 0.91585$ which is close to 1 so it is said to be suitable inner model is good (fit).

Because outer model and inner model both are proven to be suitable (fit), then it can be concluded that the research model based on research data is appropriate (fit)

Pembahasan

1. The influence of authentic leadership (X1) on the commitment of professional construction workers (M)

Authentic Leadership (X1) has a significant positive effect on the Commitment of Professional Construction Workers (M). This finding is in line with research by Hadžiahmetović and Karajbić (2021); Alamanda et al (2021); and Chikove and Shiri (2021) who stated that leadership style can influence increasing organizational commitment. This is also in line with what was conveyed by RS who said that the work commitment he has as a professional worker often adapts to the leadership style of the leader. However, these findings are not in line with Adwimurti's (2021) research; and Sudaryati et al (2020) who stated that leadership has a weak relationship in explaining work motivation and commitment, apart from that organizational commitment cannot mediate the relationship between leadership style and employee performance.

2. The Effect of Authentic Leadership (X1) on Project Performance (Y)

Authentic Leadership (X1) has a significant positive effect on Project Performance (Y). This finding is in line with research by Tamba and Pratt (2023); Jafar et al (2023); Atoko (2023); and Amos et al (2023) which states that leadership has a significant positive effect on employee performance, and leadership has an effect on organizational performance. However, these findings are not in line with research by Rahmatullah and Kasmir (2023) which states that Leadership Style and Organizational Culture do not have a direct influence on employee performance.

3. The Influence of Work-life Balance (X2) on the Commitment of Professional Construction Workers (M)

Work-life balance (X2) has a significant negative effect on Professional Construction Worker Commitment (M). This finding is in line with research by Yusnita et al (2022) which found a negative influence of work-life balance on organizational commitment. This is in line with what was conveyed by CK where he admitted that he was not able to manage his time and energy for work and personal matters, but when he worked he was still able to prioritize work over his personal life matters. However, these findings are not in line with research by Farida and Gunawan (2023); Aryateja et al (2021); Li (2018); and Rumangkkit and Zuriana (2019) who stated that work-life balance has a positive effect on work commitment, work-life balance has a significant and positive effect on organizational commitment, and time balance, engagement balance, and balance satisfaction have a positive effect on organizational commitment.

4. Effect of Work-life Balance (X2) on Project Performance (Y)

Work-life balance (X2) has a significant negative effect on Project Performance (Y). This finding is not in line with research by Arifiani et al (2023) which states that work-life balance has no effect on performance. However, these findings are in line with research by Febianti et al (2022); Rohmatiah et al (2023); Suwandi and Suhakim (2023); and Adegboyega and Babatunde (2022) who stated that work-life balance influences employee performance, performance and work performance; It's just that this finding has a negative and significant effect.

5. The Influence of Motivation (X3) on the Commitment of Professional Construction Workers (M)

Motivation (X3) has a significant positive effect on the Commitment of Professional Construction Workers (M). This finding is in line with research by Nawangsari et al (2023); Wibowo et al (2023); Gunawan and Kusumah

(2023); Hartono (2023); and Oktarina et al (2020) who stated that organizational commitment mediates the role of work motivation on performance, work motivation has a significant effect on organizational commitment, and the role of motivation is proven to strengthen the influence of job satisfaction on employee commitment. This is also in line with what was conveyed by RS that the motivation he has encourages him to be able to have a good work commitment so that he has high work enthusiasm.

6. Effect of Motivation (X3) on Project Performance (Y)

Motivation (X3) has a significant negative effect on Project Performance (Y). This finding contradicts Dedali's (2023) research; Wulandany et al (2023); Ekasari et al (2023); and Rachman (2022) who revealed that motivation has a positive and significant effect on employee performance; employee performance is significantly influenced by motivation, human resource competence, organizational commitment; The work environment and motivation have a positive and significant effect on employee performance. These findings are also not in line with research by Diantari (2023) which found that motivation had a positive but not significant effect on employee work results.

7. Effect of Professional Construction Workforce Commitment (M) on Project Performance (Y)

The commitment of professional construction workers (M) has a significant positive effect on project performance (Y). This finding is in line with research by Misnan et al (2023); Garibaldi and Riyanto (2023); Rifa'i (2023); and Syarifin and Atmaja (2023) who revealed that organizational commitment has a positive and significant effect on employee performance; organizational commitment and job satisfaction have a fairly large positive influence on worker performance; Organizational Commitment (OC) can predict and influence the growth and improvement of employee performance (EP); and the higher the

level of employee organizational commitment to the organization, the more likely they are to show increased performance. However, these findings contradict research by Djastuti and Lestari (2023) which found that organizational commitment has a negative relationship with employee performance..

8. Total Influence

Table 4.6 shows that Authentic Leadership (X1), Work-Life Balance (X2), Motivation (X3), and Professional Construction Workforce Commitment (M) all have a significant effect on Project Performance (Y) because the p-values are all 0.000 which is smaller of 0.05 or in other words H1, H2, H5, and H7 are accepted while H0 is rejected by looking at the total influence coefficient, namely:

a. Authentic Leadership (X1) is ranked first in its influence on Project Performance (Y), with a total influence coefficient of 0.792. This means that every increase in Authentic Leadership (X1) by 1 unit will affect an increase in Project Performance (Y) by 0.792 units.

b. Commitment of Professional Construction Workers (M) is ranked second in its influence on Project Performance (Y), with a total influence coefficient of 0.582. This means that every increase in the Commitment of Construction Professional Workers (M) by 1 unit will have an effect on increasing Project Performance (Y) by 0.792 units.

c. Motivation (X3) is ranked third in its influence on Project Performance (Y), with a total influence coefficient of 0.360. This means that every increase in Motivation (X3) by 1 unit will have an effect on increasing Project Performance (Y) by 0.360 units.

d. Work Life Balance (X2) is ranked fourth in its influence on Project Performance (Y), with a total influence coefficient of -0.295. This means that every increase in Work Life Balance (X2) by 1 unit will have an impact on decreasing Project Performance (Y) by 0.295 units.

While H3, H4, and H6 are rejected, H0 is accepted. This means that work life balance does

not have a positive and significant influence on the commitment of professional construction workers and employee performance and motivation does not have a positive and significant influence on project performance in East Kalimantan. With this, based on this description, it is known that in the construction of building projects in East Kalimantan, project stakeholders need to pay attention that the leadership factor is the main factor in the success of project performance. On the other hand, we need to be aware of the Work Life Balance factor because if it is not managed well, the imbalance that will increase the Work Life Balance of workers will be able to reduce Project Performance.

Conclusion

Based on the research results, it is known that H1, H2, H5, and H7 are accepted, meaning that authentic leadership has a positive and significant influence on the commitment of professional construction workers and project performance, motivation has a positive and significant influence on the commitment of professional construction workers and the

commitment of professional construction workers provides influence on project performance. While H3, H4, and H6 are rejected, work life balance does not have a positive and significant influence on the commitment of professional construction workers and employee performance and motivation does not have a positive and significant influence on project performance in East Kalimantan. With this, it can be understood that when carrying out project development in East Kalimantan it is necessary to pay attention to the leadership factor, because this is the main factor in the success of project performance. On the other hand, the Work Life Balance factor needs to be watched out for because if it is not managed well, the imbalance that will increase workers' Work Life Balance will be able to reduce project performance. By paying attention to these several things, it is hoped that the pace of projects in East Kalimantan can run effectively and efficiently.

The researcher hopes that the results of this research can be used as a basis for carrying out effective and efficient development, especially in East Kalimantan and can also contribute ideas to readers and researchers in the following period.

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