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Commitment Model for Construction Workforce in East Kalimantan

Yanti^{1*}, Manlian Ronald A. Simanjuntak², Oei Fuk Jin³

^{1,3}Universitas Tarumanagara, Indonesia.

²UTA '45 Jakarta, Indonesia.

Corresponding author: Yanti (Email: yanti.328191008@stu.untar.ac.id)

Abstract

This research highlights the strong project performance in East Kalimantan despite challenges such as geographical distance from skilled construction labor, limited material resources, and complex supply chains. The research focuses on the commitment of professional construction workers as a stabilizing factor influencing project outcomes. It aims to examine the effects of Authentic Leadership, Work-Life Balance, and Motivation on employee commitment and project performance. Using an Explanatory Sequential Mixed Method approach, the study involves 250 respondents from contractor companies, analyzed through SEM SmartPLS, and includes qualitative insights from company leadership. Findings reveal that Authentic Leadership and Motivation significantly impact both employee commitment and project performance. Conversely, Work-Life Balance shows a significant negative influence on both variables. Additionally, employee commitment significantly enhances project performance. The study develops a commitment model for professional construction workers to sustain project performance in East Kalimantan and provides practical recommendations for contractor companies' implementation.

Keywords: Commitment of professional construction workers, Leadership, Motivation, Project performance, Work-life balance.

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Transparency: The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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1. Introduction

The construction sector serves as a key driver of a nation's economy, acting as one of its fundamental pillars. It not only shapes the economic landscape but also stimulates growth across various industries. The progress of any country is closely tied to its construction and infrastructure development. Moreover, the construction and engineering industries contribute significantly to global economic recovery by generating employment opportunities for numerous professionals. The sector's strong connection to the overall economy is attributed to three main factors: its reliance on public sector projects, its vast market size with considerable investment opportunities, and its ripple effect as a significant source of both direct and indirect employment [1].

Project success plays a crucial role in the development of economies by meeting four key performance criteria: time, cost, quality, and environmental compliance. Many researchers consider these factors essential for evaluating project success [1]. Moreover, Yana et al. [2] found four critical factors that impact project performance: (1) the efficiency, availability, and expenses related to labor, materials, and project equipment; (2) the expertise of stakeholders participating in the project; (3) Planning and preparation before construction begins; (4) the effectiveness of project monitoring and communication systems.

Consistent with the findings of Yana et al. [2] and Harefa [3] highlights four essential aspects that affect project performance are highlighted. First, the effectiveness of labor, materials, and equipment, including their quality, availability, and associated costs, plays a crucial role. Second, the competency of stakeholders involved in the project significantly influences outcomes. Third, thorough planning and preparation before the construction phase contribute to project efficiency. Lastly, effective project control mechanisms and clear communication systems are vital in ensuring smooth project execution and minimizing potential issues.

According to Rohmah et al. [4], construction project resources represent a crucial phase within the overall construction process. To maintain strong project performance during construction, thorough preparation is essential, encompassing financial projections, resource allocation strategies, operational techniques, and risk assessment, and the implementation of Occupational Health and Safety and Environmental Management Systems (SMK3L). Research findings reveal a strong and significant correlation between workforce, materials, tools, and execution strategies. Among these, human resources particularly labor play a crucial role in achieving project performance. Hence, proper workforce management is essential for companies, as it plays a critical role in either boosting or limiting contractor performance. According to Winarsih [5] HR are the most vital element of a company or organization in maintaining its operations. The existing literature defines *Employee Commitment* (EC) as a stabilizing factor that ensures consistency in behavior, even when a company does not fully meet expectations. Emotional commitment reflects a psychological state that strengthens an individual's personal bond with the organization [5].

Based on previous research, the position of the selected motivation variable can act as an independent variable or a mediating variable (*intervening*). Research by Wibisono et al. [6] shows the role of motivation as a mediating variable (*intervening*) of the dependent variable commitment and performance. Meanwhile, research by Nawangsari et al. [7], Gunawan and Kusumah [8], and Hartono [9] shows the role of motivation as an independent variable from the dependent variables of commitment and performance. From the two different research groups, it was concluded that there were still conceptual and empirical research gaps (*concept and empirical research gap*) from research related to motivational variables. Based on this research gap, the research carried out testing of the motivation variable as an independent variable by developing model-1 and testing the motivation variable as a mediating variable (*intervening*) with the development of model-2. It is hoped that the results of the analysis of the two models can determine which model is suitable as a Commitment Model for Professional Construction Workers.

Furthermore, Badan Penegembangan Sumber Daya Manusia (BPSDM) [10] states that work safety is very necessary to obtain optimal work results, and is one of the aspects that needs to be considered in addition to fulfilling production targets and reducing negative impacts on the environment and cannot be separated from one another. These three aspects cannot stand alone, but are an interrelated unit and also have a strategic role. Work safety principles in every job must be implemented safely and securely. An accident that occurs can be caused by human factors, equipment, or both. The causes of these accidents must be addressed immediately to avoid work accidents. Things What you need to know so that work can be carried out safely include: (1) Knowing and understanding the work being done, (2) Knowing and understanding the work that will be done. By knowing the two things above, a safe work environment will be created and accidents will not occur, whether to people or equipment, and what is more important is the commitment of professional construction workers to work safely.

Research by Alamanda et al. [11] found that leadership style can influence increased organizational commitment. Adwimurti [12] revealed that leadership factors exert only a minimal influence on employee commitment and work motivation. Likewise, Sudaryati et al. [13] found that organizational commitment does not function as a mediating factor in the relationship between leadership style and the performance of Village-Owned Enterprise (BUMDES) employees. In other words, while the leadership style applied within the organization may affect employees' level of commitment, changes in commitment do not significantly impact their performance.

Chikove and Shiri [14] tell that charismatic and inspirational leadership styles demonstrate a moderately to strongly positive association with employees' affective commitment to their organization. In contrast, laissez-faire leadership shows a weak negative relationship with affective commitment, particularly in the context of active exception management.

Tamba and Pratt [15] analyzed the effects of laissez-faire, transactional, on organizational performance, emphasizing the need to shift away from laissez-faire leadership by increasing engagement in guiding employees. They also stressed the importance of effective reward and recognition systems for public managers. Jafar et al. [16] found that leadership has a significant positive influence on employee performance. However, Rahmatullah and Kasmir [17] argued that leadership style and organizational culture do not directly affect employee performance but instead exert a strong impact through motivation as a perfect mediator. Additionally, Atoko [18] enriched the academic discussion by illustrating the relationship between transformational leadership and organizational success in developing countries.

Nawangsari et al. [7] suggest that organizational commitment acts as a mediator between work motivation and the performance of educational staff at the Faculty of Agriculture, Brawijaya University. Similarly, Wibowo et al. [19] indicates that work motivation has a significant impact on organizational commitment. Gunawan and Kusumah [8] found that achievement motivation has a direct impact on job performance, with organizational commitment partially mediating this relationship. Additionally, the findings indicate that personality traits like agreeableness and conscientiousness influence the extent to which achievement motivation affects job performance.

In East Kalimantan (Kaltim), considering the statement from the Head of the East Kalimantan Bank Indonesia Representative Office, Budi Widihartanto, the economic performance achievements in East Kalimantan are driven by various strategic projects and infrastructure preparations in the Archipelago Capital region (IKN). This is evident from the increase in cement sales and the growth of construction business fields on an annual basis. According to data from Bank Indonesia (BI) East Kalimantan, the performance of the construction business sector grew stronger by 22.12 percent *year on year* (yoy) in the second quarter of 2023, continuing the performance in the previous quarter, which grew strongly by 17.36 percent (yoy) (Syarawie – Bisnis.com, 2023). In the same period, cement sales in East Kalimantan recorded growth of 42.93 percent (yoy), which is higher compared to the previous quarter's growth of 22.25 percent (yoy). "The solid performance of the construction business field is driven by the ongoing development of various strategic projects such as *Refinery Development Master Project* (RDMP) Refinery Unit (RU) V Balikpapan, Sepaku Semoi Dam, and various preservation and construction of road infrastructure," he said in a written statement.

BPS stated that the growth of the construction sector in East Kalimantan (Kaltim) was boosted by the development of the Nusantara National Capital (IKN) project. The Central Statistics Agency (BPS) recorded that the performance of the construction sector in the third quarter of 2023 experienced growth of 6.39% on an annual basis (year-on-year/yoy). This growth achievement is higher than the growth achievement in the second quarter of 2023, which was recorded at 5.23% yoy. Acting Head of BPS, Amalia Adininggar, stated that construction performance in that period grew solidly, mainly driven by increased realization of government capital expenditure and activities carried out by the private sector and households. Based on province, Amalia mentioned that the performance of the construction sector recorded the highest growth in East Kalimantan, namely 16.26% yoy. Amalia noted that the high growth of the construction sector in East Kalimantan was mainly supported by the IKN development project [20].

The performance of the East Kalimantan Provincial Government throughout 2022 has increased compared to 2021. This information was conveyed by the Regional Secretary (Sekda) of East Kalimantan Province, Sri Wahyuni, when opening the Pre-Deliberation for Development Planning (Musrenbang) for the 2024 Regional Government Work Plan (RKPD) for East Kalimantan Province in the Ballroom of the Mercure Samarinda Hotel, Wednesday (12/4/2023). "If we compare the performance of the East Kalimantan Provincial Government in 2022 to that of 2021, there is a significant increase in various components. Firstly, in terms of improving the quality of human resources, our Human Development Index (HDI) is the third highest nationally, behind DKI Jakarta and Yogyakarta. "Our HDI will increase from 76.88 in 2021 to 77.4 in 2022," said Sri Wahyuni. This increase, continued Sri Wahyuni, was also accompanied by encouraging data that the unemployment rate fell from 6.83 percent to 5.71 percent and the poverty rate fell from 6.54 percent to 6.31 percent. "Meanwhile, economic inequality between groups decreased from 0.334 to 0.327.

Of course, this is our optimism that two years after we were in the Covid-19 pandemic situation, East Kalimantan's economic growth is getting better. "We remember some time ago from minus then 0, 1, 2, and now it is at 4.48%," he said. However, this large economic growth, said Sri Wahyuni, has not yet made East Kalimantan a region with high economic growth at the regional level. Even though East Kalimantan's Gross Regional Domestic Product (GRDP) per capita is the highest in the Kalimantan region. The theme of the 2024 RKPD Kaltim Musrenbang is increasing the competitiveness of human resources and reliable regional infrastructure to accelerate inclusive and sustainable economic transformation. Through this RKPD, it is hoped that the plans prepared can provide a basis that East Kalimantan is currently moving.

2. Research Methods

The research employs a mixed-methods approach. According to Sugiyono [21], mixed research methods integrate both quantitative and qualitative approaches within a single study, ensuring more comprehensive, valid, reliable, and objective data. This study specifically utilizes the *Explanatory Sequential Mixed Methods Design*. The research was conducted in East Kalimantan, beginning with an exploratory literature review related to the research problem. It then progressed through proposal preparation, consultations with supervisors, proposal seminars, field research, final report writing, result seminars, and concluded with both open and closed sessions from July 2023 to January 2025.

In this study, the research population was selected as construction workers at levels 7, 8, and 9, with consideration of this expert level as managerial in a development project. Based on the opinions of these experts, the research sample was set at 250 participants, comprising expert-level construction workers from contractor companies at levels 7, 8, and 9. Research informants at the qualitative stage consisted of qualifications for expert positions, consisting of levels 7, 8, and 9 from Contractor companies.

This study's quantitative data analysis includes: (a) descriptive analysis and (b) inferential analysis. Meanwhile, qualitative data analysis follows an inductive approach, where analysis is conducted based on the collected data to identify patterns or develop hypotheses. The formulated hypotheses are then repeatedly examined against the data, allowing conclusions to be drawn on whether they are accepted or rejected. This process is carried out using the triangulation technique to ensure data validity.

3. Results

Model 1

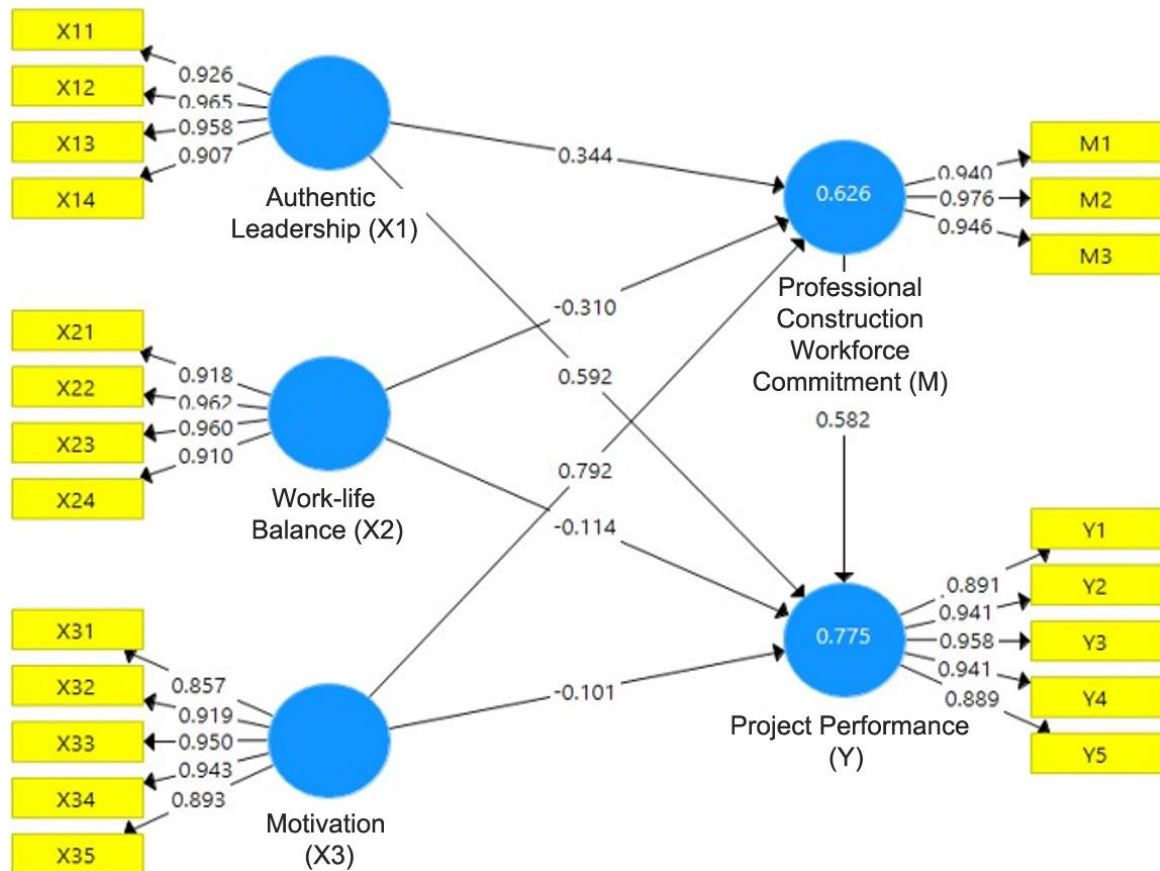


Figure 1.
Model-1 diagram.

Table 1.
Direct Effect Model-1

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
Motivation (X3)	0.792	0.000	-0.101	0.001
Professional Construction TK Commitment (M)	-	-	0.582	0.000

The findings suggest that authentic leadership positively influences the commitment of professional construction workers and enhances project performance. Conversely, work-life balance has a negative and significant impact on both worker commitment and project outcomes, indicating that a higher work-life balance is linked to lower commitment and reduced project performance. Motivation positively and significantly affects the commitment of professional construction workers, although it negatively influences project performance. In addition, the commitment of the professional construction workforce has a positive and significant effect on project performance, indicating that greater worker commitment leads to improved project results.

Table 2.
Indirect Effect Model-1.

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)		
Motivation (X3) -> Professional Construction Workforce Commitment_(M) -> Project Performance_(Y)	-0.181	0.000
Commitment_(M) -> Project Performance_(Y)		
Motivation (X3) -> Professional Construction Workforce Commitment_(M) -> Project Performance_(Y)	0.461	0.000
Commitment_(M) -> Project Performance_(Y)		

Table 2 presents the indirect effect analysis in Model-1 using SmartPLS. The results indicate that the professional construction workforce's commitment mediates the relationship between independent variables and project performance. Authentic leadership positively influences project performance through the professional construction workforce's commitment, suggesting that leadership effectiveness enhances worker commitment, which in turn improves project outcomes. Conversely, work-life balance has a negative indirect effect on project performance, implying that a higher emphasis on work-life balance reduces worker commitment, ultimately lowering project performance. Motivation demonstrates a strong positive indirect effect on project performance, indicating that increased motivation enhances worker commitment, which subsequently improves project performance. Model 2.

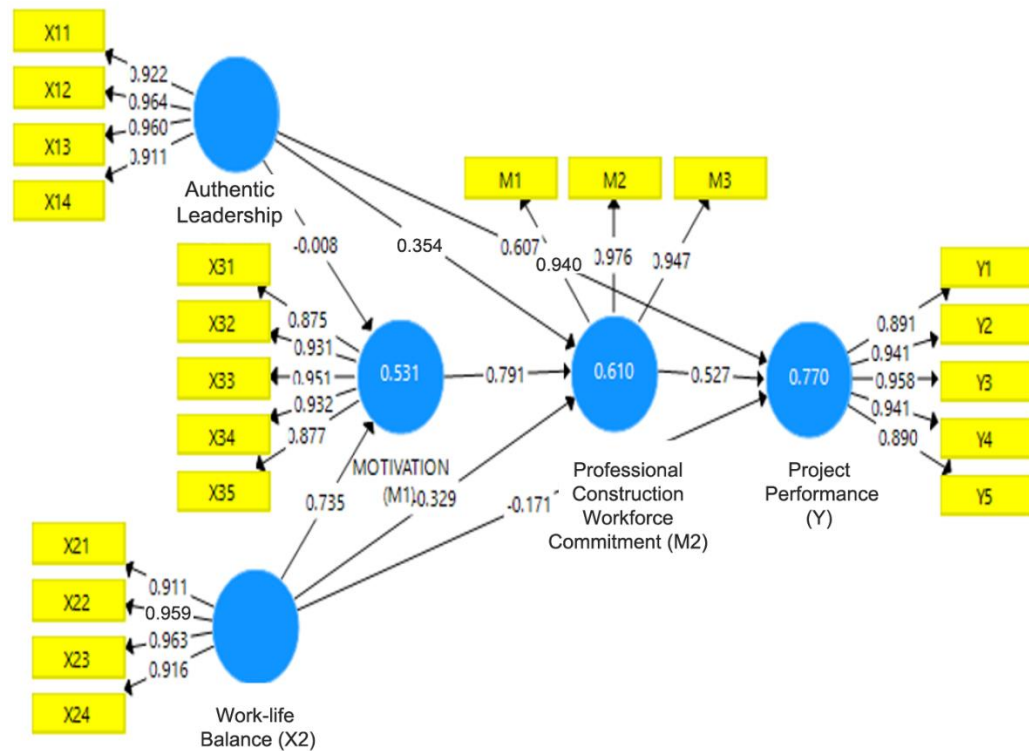


Figure 2.
Model-2 diagram.

Table 3.
Direct Effect Model-2

Variable	Variable Intervening				Dependent Variable	
	Motivation (M1)		Professional Construction Kindergarten Commitment (M2)		Project Performance (Y)	
	Coefficient	p-Value	Coefficient	p-Value	Coefficient	p-Value
Authentic Leadership (X1)	-0.008	0.856	0.354	0.000	0.607	0.000
Work-life Balance (X2)	0.735	0.000	-0.329	0.000	-0.171	0.000
Motivation (M1)	-	-	0.791	0.000	-	-
Professional Construction Kindergarten Commitment (M2)	-	-	-	-	0.527	0.000

The findings show that authentic leadership has a significant positive effect on professional construction workforce commitment and project performance, but does not significantly influence motivation. Work-life balance positively affects motivation but negatively impacts both professional construction workforce commitment and project performance, suggesting that an increased focus on work-life balance may reduce worker commitment and overall project performance. Motivation significantly enhances professional construction workforce commitment, which in turn positively influences project performance, reinforcing the role of motivation as a crucial factor in fostering commitment and improving project outcomes.

Table 4.
Indirect Effect (Indirect Effects) Model-2.

Track	Indirect Influence	
	Coefficient	p-Value
Authentic Leadership _(X1) -> Motivation (M1) -> Professional Construction TK Commitment_(M2) -> Project Performance _(Y)	-0.004	0.856
Authentic Leadership _(X1) -> Professional Construction TK Commitment_(M2) -> Project Performance _(Y)	0.186	0.856
Work Life Balance _(X2) -> Motivation (M1) -> Professional Construction TK Commitment_(M2) -> Project Performance _(Y)	0.307	0.000
Work Life Balance _(X2) -> Professional Construction TK Commitment_(M2) -> Project Performance _(Y)	-0.174	0.000
Authentic Leadership _(X1) -> Motivation (M1) -> Professional Construction TK Commitment_(M2)	-0.007	0.856
Work Life Balance _(X2) -> Motivation (M1) -> Professional Construction TK Commitment_(M2)	0.582	0.000
Motivation (M1) -> Professional Construction TK Commitment_(M2) -> Project Performance _(Y)	0.417	0.000

Table 4 presents the indirect effect analysis in Model 2, illustrating the mediating role of motivation and professional construction workforce commitment in the relationships between authentic leadership, work-life balance, and project performance. The findings indicate that authentic leadership does not have a significant indirect effect on project performance through motivation and workforce commitment. However, work-life balance significantly influences project performance through motivation and workforce commitment, suggesting that motivation serves as a crucial mediator in this relationship. Additionally, motivation positively impacts workforce commitment, which in turn significantly enhances project performance. These results emphasize the importance of motivation and commitment in improving project outcomes, while also highlighting the complex interplay between leadership, work-life balance, and employee performance.

3.1. Hypothesis Testing

Based on the description of the results of the SmartPLS analysis of previous research data, a summary of the findings of hypothesis testing for Model 1 and Model 2 can be identified as follows:

Table 5.
Hypothesis Testing Model-1.

No.	Hypothesis	Path Coefficient	t-value	p-value	Hypothetical Conclusion
H1	Authentic Leadership (X1) influences the Commitment of Professional Construction Workers (M)	0.344	8.244	0.000	Accepted
H2	Authentic Leadership (X1) influences Project Performance (Y)	0.592	11.830	0.000	Accepted
H3	Work-life Balance (X2) influences the Commitment of Professional Construction Workers (M)	-0.310	8.543	0.000	Accepted
H4	Work-life Balance (X2) influences Project Performance (Y)	-0.114	4.358	0.000	Accepted
H5	Motivation (X3) influences the Commitment of Professional Construction Workers (M)	0.792	15.740	0.000	Accepted
H6	Motivation (X3) influences Project Performance (Y)	-0.101	3.477	0.001	Accepted
H7	Commitment of Professional Construction Workers (M) influences Project Performance (Y)	0.582	11.736	0.000	Accepted

Table 5 shows that all Model-1 research hypotheses proposed are empirically proven to be acceptable.

Table 6.
Model-2 Hypothesis Testing.

No.	Hypothesis	Path Coefficient	t-value	p-value	Hypothetical Conclusion
H1	Authentic Leadership (X1) influences Motivation (M1)	-0.008	0.182	0.856	Rejected
H2	Authentic Leadership (X1) influences the Commitment of Professional Construction Workers (M2)	0.354	9.095	0.000	Accepted
H3	Authentic Leadership (X1) influences Project Performance (Y)	0.607	12.657	0.000	Accepted
H4	Work-life Balance (X2) influences motivation (M1)	0.735	13.047	0.000	Accepted
H5	Work-life Balance (X2) influences the Commitment of Professional Construction Workers (M2)	-0.329	8.184	0.000	Accepted
H6	Work-life Balance (X2) influences Project Performance (Y)	-0.171	6.453	0.000	Accepted
H7	Motivation (M1) influences the Commitment of Professional Construction Workers (M2)	0.791	15.486	0.000	Accepted
H8	Commitment of Professional Construction Workers (M2) influences Project Performance (Y)	0.527	12.335	0.000	Accepted

Table 6 shows that not all Model-2 research hypotheses proposed are empirically proven to be acceptable. H1, which states that Authentic Leadership (X1) has an effect on Motivation (M1) rejected in other words, authentic leadership (X1) has no effect on *motivation* (M1).

By comparing the results of hypothesis testing between Table 4.19 Model-1 Hypothesis Testing and Table 4.20 Model-2 Hypothesis Testing, it can be concluded that Model-1, where *motivation* is an independent variable, is better than Model-2, where *motivation* is a mediating variable (*intervening*), because in Model-1 all path coefficients have a significant effect, while in Model-2 the authentic leadership variable has no effect on *motivation*.

4. Results of Interviews with Experts

As a complement to the quantitative analysis of the research model, the schedule includes the validation of quantitative research instruments to obtain input regarding the research model. Overall, the transcript of the interview results can be seen in Appendix 5, with a summary of the interview results as follows:

1. Their opinions on the leadership style of building construction projects are as follows:
 - a. Collaborative leadership: The project leader works closely with the team for decision-making and problem-solving.
 - b. Leadership that pays attention to detail: The project leader pays close attention to every aspect of the project to ensure success.
 - c. Inclusive approach: The project leader involves all team members in decision-making and planning.
 - d. Transformational leadership style: The project leader inspires and motivates the team to achieve goals with passion.
 - e. Adaptive leadership: The project leader adapts his leadership style according to changing needs and situations.
 - f. Visionary leadership: The project leader has a clear vision of the project goals and is able to communicate them to the team.
 - g. The approach provides encouragement: The project leader provides support to team members to achieve the best performance.
2. Their opinion on how best to win *work-life balance* building construction project workers is as follows:
 - a. Organize your schedule carefully: Set a realistic schedule for building projects, including time for rest, family, and non-work activities.
 - b. Delegation of tasks: Share work among team members or contractors to reduce your own workload.
 - c. Use technology for efficiency: Leverage project management applications and software to efficiently organize and monitor project progress.
 - d. Set a time limit: Set daily deadlines and commit to sticking to them, except in emergency situations.
 - e. Effective communication: Convey time limits to clients and related parties and maintain open communication regarding this matter.
 - f. Prioritize health: Set aside time for exercise, adequate rest, and nutritious food to maintain physical and mental health.
 - g. Use free time wisely: Use free time for fun activities and relieve stress, such as gathering with family, pursuing hobbies, or taking a short vacation.
3. Their opinions on how to increase the motivation of building construction project workers are as follows:
 - a. Clear goals: Communicate project goals clearly to workers to understand their contributions.
 - b. Awarding: Recognize workers who achieve targets or make extraordinary contributions.

- c. Facilities and work environment: Ensure that the work environment is comfortable, safe, and has adequate facilities to increase productivity.
- d. Training and development: Provide training to improve workers' skills in the project.
- e. Involvement in decision making: Involve workers in project decisions to feel like they have a part in the outcome.
- f. Open communication: Encourage open communication so workers feel heard and can share ideas or concerns.
- g. Solid team: Build a solid, collaborative team with opportunities to work together and support each other.
4. Their opinions on how to maintain the commitment of building construction project workers until the project is completed are as follows:
 - a. Regular communication: Maintain open and regular communication with the entire project team to ensure engagement and understanding of objectives.
 - b. Progress monitoring: Monitor progress regularly and provide feedback to the project team on achievements and next actions.
 - c. Clear division of responsibilities: Make sure all team members understand their responsibilities clearly and have the same expectations.
 - d. Enforcement of quality standards: Implement high-quality standards and reward those who meet them.
 - e. Team support: Build collaborative work and support among project team members.
 - f. Recognition of achievements: Give recognition to team members who excel or achieve targets.
 - g. Flexibility in scheduling: Scheduling flexibility allows adjustments so teams can complete projects efficiently.
5. Their opinions about the factors that influence the successful performance of building construction projects are as follows:
 - a. Careful planning: Objective identification, resource allocation, and realistic scheduling are important parts of building project planning.
 - b. Effective risk management: Effective identification, evaluation and management of risks contributes greatly to project success.
 - c. Skilled and experienced team: The skills and experience of team members, including architects, engineers, contractors, and other workers, are critical to project success.
 - d. Effective communication: Clear and open communication between all parties involved in the project is important to ensure a common understanding.
 - e. Wise budget management: Budget management and regular cost monitoring are necessary to maintain project performance within budget.
 - f. Strict quality control: Strict quality control of materials and construction work helps meet expected quality standards.
 - g. Realistic scheduling: Scheduling that considers factors such as weather and resource availability is critical to project success.

5. Discussion

5.1. The Influence of Authentic Leadership (X1) on the Commitment of Professional Construction Workers (M)

Authentic leadership (X1) plays a crucial role in enhancing M with a significant positive effect. This finding aligns with the research of Alamanda et al. [11] and Chikove and Shiri [14], which suggests that leadership style plays a crucial role in enhancing organizational commitment. However, these results contrast with the studies of Adwimurti [12] and Sudaryati et al. [13], which indicate that leadership has a weak correlation with work motivation and commitment. Additionally, Sudaryati et al. [13] found that the influence of leadership style on employee performance occurs directly, without organizational commitment acting as an intermediary.

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

X1 has a significant positive impact on Y. This result is consistent with the research of Tamba and Pratt [15]; Jafar et al. [16], and Atoko [18], which suggest that leadership significantly enhances employee performance and influences overall organizational performance. But these results differ from the study by Rahmatullah and Kasmir [17], which concludes that leadership style and organizational culture do not directly affect employee performance.

5.3. Influence Work-life Balance (X2) to the Commitment of Professional Construction Workers (M)

X2 significantly diminishes the commitment of M. This aligns with Yusnita et al. [22] who identified a negative relationship between *work-life balance* and organizational commitment. However, these findings contradict research by Aryateja et al. [23] which indicate that work-life balance positively influences job commitment. Their studies suggest that factors such as time balance, involvement balance, and satisfaction balance play a crucial role in enhancing organizational commitment.

Influence Work-life Balance (X2) to Project Performance (Y)

X2 has a notable negative impact on Y. These findings differ from those of Widyadhana et al. [24] who found that work-life balance does not influence performance. However, they align with research by Febianti and Sari [25] which indicate that

work-life balance affects employee performance, overall productivity, and work outcomes. In contrast to previous studies, this research identifies a significant negative effect.

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

X3 plays a crucial role in enhancing the commitment of M in a significant and positive manner. This finding is consistent with research by Nawangsari et al. [7]; Wibowo et al. [19]; Gunawan and Kusumah [8] and Hartono [9] their studies confirm that work motivation plays a crucial role in strengthening organizational commitment and amplifying the impact of job satisfaction on employee dedication.;

5.5. Influence of Motivation (X3) on Project Performance (Y)

X3 has a significantly negative impact on project performance (Y). The research by Dedali [26] which found that motivation positively and significantly influences employee performance. Their studies highlight that factor such as motivation, human resource competence contribute significantly to employee performance, when the work environment and motivation also play a crucial role. Furthermore, this finding contradicts [27] who concluded that motivation has a positive, albeit insignificant, effect on employee work outcomes.

5.6. The Influence of Professional Construction Workforce Commitment (M) on Performance Project (Y)

The dedication of M significantly enhances project performance (Y) in a positive way. This result aligns with studies by Misnan et al. [28] which indicate that organizational commitment significantly enhances employee performance. Their research also highlights that organizational commitment and job satisfaction contribute substantially to worker performance, that OC plays a crucial role in predicting and improving EP, and that higher levels of employee commitment to the organization lead to better performance outcomes. However, these findings contradict the study by Djastuti and Lestari [29] which reported a negative correlation between organizational commitment and employee performance.

6. Conclusion

Based on the results of the analysis, hypothesis testing, and discussion regarding the Professional Construction Workforce Commitment Model in maintaining Project Performance in East Kalimantan, it can be concluded that authentic leadership has a positive and significant influence on the commitment of professional construction workers and project performance. However, in Model-2, the effect of authentic leadership on motivation is not significant. Work-life balance shows a negative influence on workforce commitment and project performance, although in Model-2, work-life balance has a positive influence on motivation. Motivation itself plays an important role in increasing workforce commitment, but in some conditions, it actually has a negative impact on project performance. These findings indicate that strong leadership and high motivation can increase workforce commitment, but the balance between work and personal life must be managed well so as not to have a negative impact on project performance.

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