

THE INFLUENCE OF ORGANIZATIONAL CULTURE ON AFFECTIVE AND NORMATIVE COMMITMENT TO EMPLOYEES IN THE CONSTRUCTION SECTOR IN BANDUNG

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ABSTRACT

The research carried with the phenomenon of not optimal construction implementation indicates a lack of work commitment of construction sector employees. From the problem of work commitment, this study aims to determine the effect of organizational culture on affective commitment and normative commitment to employees in the construction sector in Bandung. The research method used is quantitative research methods with regression analysis techniques. Respondents who use as a sample were 139 employees from 301 Construction Business Entities in Bandung City. The results showed that organizational culture has a significant effect on affective commitment and normative commitment of construction employees. The results indicated that a healthy organizational culture would increase the affective and normative commitment of construction employees. Efforts that must improve the organizational culture on employee commitment, it is hoped that the service company will further enhance the organizational culture, especially for the aspect. There is harmonious cooperation among employees.

Keywords: organizational culture, affective commitment, normative commitment.

INTRODUCTION

The government issues regulations regarding construction services related to the management and implementation of construction services in connection with general construction services, licensing for construction service providers, work contracts, and the government's role in conducting construction services in Indonesia.

The regulation intends to provide direction for the growth and development of construction services in order to create a business structure that is strong, reliable, highly competitive. It results in quality construction work—realizing an implementation that guarantees equality of standing between service users and service providers in terms of rights and obligations, Fulfillment of applicable regulations, and realizing the community's role in the field of construction services.

The construction services sector is the one that significantly affects all areas of the economy as a means of developing and increasing living standards.

In 2016 there were 15 major infrastructure projects in Bandung, namely the Babakan Siliwangi Revitalization Project in Bandung City, the Teras Cikapundung Project Volume 2, the Bandung City Market Revitalization Project, the Bandung City Tegalega Area Revitalization Project, the Cihampelas Bandung Skywalk Project, the Bandung Bike Sharing Project, the Trans Metro Project. Bandung with Electric Cars, Giant Reservoir Project at Gede Bage Bandung, Bandung Innovation Center Project, Bandung Cable Car Project (Bandung Skybridge), Bandung Light Rail Transit Project, Rancacili Bandung Apartment Project, Bandung Art Mart Project, Bandung Creative Center Project, Project 10 Pedestrian path.

Several construction projects in the city of Bandung do not meet the target achievement (80% of construction projects have not completed their work according to the agreed work targets). The reduction of the General Allocation Fund (DAU) by the Central Government caused financial problems for the city government of Bandung.

Based on field data, it can assume that most of the construction employees represent a commitment that is still not optimal; the lowest average value is in affective commitment, where the ability to identify problems in work. The problem of low commitment is thought to be due to employees' inability to identify problems at work, which results in obstruction of the work process.

The problem of low commitment is thought to be due to a lack of employee commitment in carrying out their duties. Meyer & Allen (1991) stated that an increase in employee work commitment could increase more productive work results. This condition shows that with high commitment, it will efficiently complete tasks related to performance, which can improve employee performance. Concerned Chesbrough (2011) provides a perspective on the crucial role of improving human resources concerning the existence of a new economic paradigm that describes speed, innovation, short cycle times, quality, and consumer satisfaction, which are essential parts of intangible assets such as brand recognition, knowledge, innovation.

Based on the identification of problems in the field, it can assume that most of the construction employees represent the organizational culture which is still not optimal; the lowest average value is being innovative and having the courage to take risks. This condition indicates that employees are not sufficient to produce work using innovative ways. Even though new ways and new methods of generating work are constructive for employees in work effectiveness and efficiency sessions, this impacts employee work commitment to producing optimal performance.

Ostroff, Kinicki & Muhammad (2012) states that organizational culture plays a critical role in management effectiveness in an organization. With the presence of organizational culture, every element in the organization can run adequately as expected. Not yet optimal organizational culture can reduce employee commitment to producing the best performance. The research results by Messner (2013) prove that organizational culture has a significant effect on increasing employee work commitment. This study strengthens

Warrick (2017), who states that a healthy organizational culture can foster a strong commitment to employees.

Based on the phenomena and empirical studies described previously, the problem formulation proposed in this study is how much influence organizational culture has on affective commitment and normative commitment to construction employees. This study aims to determine and analyze the influence of organizational culture on affective commitment and normative commitment to construction employees.

METHOD

The research method used is the Associative Quantitative Research Method with a causal study approach, namely, analyzing the pattern of relationships between variables in order to determine the direct or indirect effect of a set of independent (exogenous) variables on the dependent variable (endogenous) using multiple regression techniques.

The research conducted by surveying the construction sector employees in Bandung with as many as 301 business entities with a sample size can use in this study is 139 people.

This study consisted of independent variables, namely organizational and dependent variables, namely affective commitment and normative commitment. With indicators of measuring affective commitment, namely the ability to involve emotional feelings, identify problems at work, have a sense of attachment in creative activities. Have a high sense of belonging to the workplace, have a sense of pride in the workplace, see working conditions, and do the job according to expectations. The normative commitment with measurement indicators Having a sense of obligation to do work, ability to work effectively, Having high integrity at work, Having a sense of loyalty at work, ability to do the best tasks, ability to adapt to future possibilities that are full of uncertainty

Strong abilities will have a better attendance record and desire a longer tenure. Measurement of the commitment variable developed from Meyer, Allen & Smith (1993).

RESULTS AND DISCUSSION

They were testing data quality using validity and reliability tests. The test results show that the correlation value of organizational culture variables ranges from 0.419 - 0.790 with a CA value of 0.709, the affective commitment variable ranges from 0.376 - 0.640 with a CA value of 0.898, while the normative variable ranges from 0.414 - 0.690 with a CA value of 0.910. With the results of these calculations, it can say that all research instruments are valid reliable.

The calculation of organizational culture on affective commitment is as in Table 1 and Table 2 below.

Table 1. Regression Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1304.488	1	1304.488	179.658	.000 ^b
	Residual	994.749	137	7.261		
	Total	2299.237	138			

a. Dependent Variable: Y1

b. Predictors: (Constant), X

Table 2. Results of R Square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.753 ^a	.567	.564	2.69461

a. Predictors: (Constant), X

Table 1 and Table 2 know that organizational culture has a significant effect on affective commitment with a sig—000 and R square 0.567.

The calculation of organizational culture on affective commitment is as in Table 3 and Table 4 below.

Table 3. Regression Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1704.811	1	1704.811	173.741	.000 ^b
	Residual	1344.297	137	9.812		
	Total	3049.108	138			

a. Dependent Variable: Y2

Table 4. Results of R Square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.748 ^a	.559	.556	3.13247

a. Predictors: (Constant), X

Table 3 and Table 4 know that organizational culture has a significant effect on affective commitment with a sig value—000 and R square 0.559.

When compared, the influence of organizational culture on affective commitment is more dominant than normative commitment. However, overall, organizational culture has a significant effect on affective commitment and normative commitment.

The calculation results show that the organizational culture variable contributes to affective commitment and normative commitment. Other factors that support organizational culture have an impact on employee work commitment. The study results are following Kaplan & Kaplan (2018) which states that organizational culture's role in increasing employee work commitment. Saha & Kumar (2018) states that increase employee work commitment, a strong organizational culture is needed. Nikpour (2017) states that a strong culture can increase employee work commitment.

Shahzad, Xiu & Shahbaz (2017) explains three crucial factors in maintaining culture: expanding the company, making profits, and making changes that increase effectiveness or

increase job satisfaction. The research results by Denison, Nieminen & Kotrba (2014) prove that organizational culture affects work commitment. This result supports Rivai's (2011) opinion, which states that organizational culture's role in increasing employee commitment.

Researchers concluded that the attitude of mutual help among employees in work and the freedom to complete work and adequate infrastructure would lead to comfort in work, leading to job satisfaction in itself.

Organizational culture's influence on affective commitment and work normative commitment supports Huey Yiing & Zaman Bin Ahmad's (2009) research results, proving that there is an influence of organizational culture on work commitment. Denison, Nieminen & Kotrba (2014) prove that there is an influence of organizational culture on work commitment. Al-Sada, Al-Esmael, & Faisal (2017) prove an effect of transformational leadership on work commitment.

CONCLUSION

Based on the research and discussion results stated previously, it knows that organizational culture has a significant effect on the affective commitment and normative commitment of construction employees. The results indicated that a strong organizational culture would increase the affective commitment and normative commitment of construction employees.

Efforts that must improve the organizational culture on employee commitment, it is hoped that the service company will further enhance the organizational culture, especially for the aspect. There is harmonious cooperation among employees. There are concrete steps that need to be taken by construction service companies in improving organizational culture, such as holding family gathering events so that they can build intimacy between employees. Moreover, create a clear framework for duties and obligations so that interactions between employees can run well.

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