Antecedents of Organizational Commitment of Construction and Building Employees in Jakarta

Okbar Donny[1], B. Medina Nilasari[1]*, Renny Risqiani[1], and Nico Lukito[1]

[1] Management Study Program, Faculty of Business and Economics, Universitas Trisakti, Jakarta, Indonesia
medina@trisakti.ac.id

Abstract. Construction is considered the most stable area of the industry because it does not rely heavily on digital technology. Even so, construction and building companies must generate employee satisfaction and organizational commitment and disseminate the customer concept to all parts of the organization so that they can serve each other well. Leadership and organizational culture can direct how employees should work well, giving rise to job satisfaction.

Aim. This study aims to analyze the effect of task-oriented leadership style and organizational culture on organizational commitment through job satisfaction.

Methods. Structural equation model analysis and hypotheses were tested using AMOS version 24. Respondents in this study were employees who worked at Construction and Building Sector Companies in Jakarta, such as PT Total Bangun Persada, Tbk, PT Waskita Karya, Tbk, PT Hutama Karya, Tbk as the object of research.

Results. The results showed that task-oriented leadership style had a positive effect on employee job satisfaction and organizational commitment, organizational culture had a positive effect on employee job satisfaction and organizational commitment, and employee job satisfaction had a positive effect on organizational commitment. A task-oriented leadership style had a positive effect on organizational commitment through employee job satisfaction. Organizational culture has a positive effect on organizational commitment through employee job satisfaction.

Conclusion. Task - leadership style and organizational culture have a direct and indirect effect on organizational commitment, with job satisfaction as the mediating variable.

Contribution. This research implies that leaders must influence and motivate employees to contribute to the organization's efficiency and create employee values, beliefs, and habits to optimize working time. Also, it can make employees work happily and sincerely without pressure but by the values, goals, vision, and mission set.

Keywords: Job Satisfaction, Leadership Style, Organizational Commitment, Organizational Culture.

1 Introduction

Organizations want the best members to stay in the organization with high commitment. Commitment is an essential factor determining organizational success because it can help organizations retain more staff to increase achievement, productivity, and

effectiveness [1]. Employees who feel committed will exert extra effort to accomplish organizational tasks. Affective commitment refers to employees' emotional attachment to the organization so that employees who have a strong affective commitment want to stay employed longer in the organization [2]. Some factors that shape organizational commitment include a sense of belief in and being able to accept the values and goals of the organization, a sense of wanting to strive for the organization, and a strong desire to remain in it [1]. Employees who have organizational commitment can be seen from the low level of absenteeism when working in the company and the desire to continue working in the company because the leader has a good leadership style so that he can influence employees to continue to achieve the goals achieved by the company [3]. Organizations that run effectively will lead to employee satisfaction and organizational commitment and disseminate the concept of customers to all parts of the organization so that they can serve each other well. Other factors that shape organizational commitment are job satisfaction [4] [5] [6], organizational culture [7], and leadership [8] [9]. The construction and building sector in Indonesia began to develop rapidly, and the growth of domestic housing projects began to experience an increase in investment in companies and government spending.

The construction and building sector in Indonesia must continue to be improved in order to increase its contribution to the Gross Domestic Product (GDP). Therefore, the commitment of construction and building employees is fundamental to increase.

2   Literature Review

Organizational commitment is defined as 1. A strong willingness to stay as a member of a group; 2. Willingness to work hard as the ideals of the organization; 3. A certain willingness to accept the values and goals of the organization. In other words, it is a behavior that reflects employee loyalty to the organization and the next stage, where members express concern for the organization, its success, and its further development [10]. Organizational commitment is an employee's attitude towards the organization where he works. Organizational commitment as an attitude is an individual's desire to remain in the organization, their efforts towards the organization, and their acceptance of the values and goals of the organization [11]. Three components of Organizational Commitment [11]: 1) Continuing commitment means that the individual wants the power to continue working in the organization because of his need to keep working and the lack of other alternatives. He believes that leaving a job is costly and a loss of what he has invested in his work, as well as a loss of time and effort invested in the organization, which could be lost if the organization is left alone. 2) Affective commitment means that the individual wants the power to continue working in the organization because his work is in accordance with his wishes. It also means the individual's desire to stay because he is emotionally attached to the organization. 3) Normative commitment means the individual's desire to stay in the organization because the individual feels that staying in the organization is a moral thing to do.

Leadership is the process of influencing people towards achieving goals [11]. Leadership Style is a series of actions displayed by leaders in organizations as a result of internal or external pressure and thus has a direct effect on employee behavior [11]. Leadership Style is a planning and work management ability, explanation of work goals, monitoring work, and solving work problems [12].

Organizational culture is a drive that recognizes the efforts and contributions of members of the organization and provides a holistic understanding of what and how should be achieved, how goals are interrelated, and how each employee can achieve goals [11]. Organizational culture is a collective process of thought that distinguishes members of one group from another. Organizational culture is a set of values, beliefs, and behavior patterns that distinguish an organization from others [13]. Organizational culture includes the norms members experience and describe as their work arrangements[14].

Job Satisfaction is a combination of views on the tasks that employees have [11]. Job Satisfaction is a happy emotion or an employee's positive emotion towards a task or skill in carrying out a task [15]. Job Satisfaction is a measurement of happy emotions that employees have when they have the skills to carry out several tasks[16]. Job Satisfaction is a condition of exhilarating feelings experienced by employees when carrying out tasks at the work site.

Previous research showed that leadership style has a positive and significant influence on job satisfaction [17], [18]. Likewise, research results show that leadership affects job satisfaction [19]. Based on the results of previous studies, the first hypothesis can be formulated as follows:

H1: There is an effect of task-oriented leadership style on job satisfaction.

Leaders must learn about the organization, master organizational science, and control the people in the organization. Leadership style positively and significantly influences organizational commitment [20], [17]. Specific leadership styles in the aspect of encouragement, support, autonomy, and transformational style, in general, will empower higher organizational commitment [21]. A task-oriented leadership style positively impacts organizational commitment [19]. Based on the results of previous research, the second hypothesis can be formulated as follows:

H2: There is an effect of task-oriented leadership style on employee organizational commitment.

Employee job satisfaction will be achieved if the organizational culture that is built, grown, and developed within the organization accommodates and aligns with the expectations, needs, and interests of employees in all aspects of the desired job. This satisfaction can be obtained from work aspects such as wages, work, promotions, supervision, co-workers, and working conditions [22]. The research found that organizational culture had a significant positive influence on employee job satisfaction [23]. Based on the results of previous studies, the third hypothesis can be formulated as follows:

H3: There is an effect of organizational culture on employee job satisfaction

Organizational commitment increases when members internalize the basic values and shared assumptions and identify with the organization. An organizational culture characterized by collaboration, brotherhood, and cohesiveness; participatory, consensual, constructive, and supportive are more likely to increase organizational commitment [24]. The research found a significant positive influence of organizational culture on organizational commitment [23]. Based on the results of previous studies, the fourth hypothesis can be formulated as follows:

H4: There is an effect of organizational culture on employee organizational commitment.

When companies do positive things for their employees, employees will feel the need to do the same, so they will do positive things that benefit the company [25]. Satisfied people work harder than others because they are motivated to do better. This shows their very high level of commitment to the organization. The higher the level of satisfaction, the more employees are committed to staying with the organization, which has a significant meaning in the organization's success [26]. Job satisfaction had a significant positive effect on organizational commitment [27]. Based on the results of previous studies, the fifth hypothesis can be formulated as follows:

H5: There is an effect of job satisfaction on employee organizational commitment.

Employees with high job satisfaction can work effectively and pursue the organization's interests. Effective leaders provide appropriate direction and direct followers to achieve the desired goals [16]. A significant positive influence of leadership style on organizational commitment through job satisfaction [27]. Based on the results of previous studies, the sixth hypothesis can be formulated as follows:

H6: There is an effect of task-oriented leadership style on organizational commitment through job satisfaction.

The impact of job satisfaction can be adjusted to its role as a mediator for the characteristics of each individual, the influence of superiors, and the importance of organizational culture on organizational commitment to be implemented. Research found a significant positive effect of job satisfaction on organizational commitment [23],[27]. Based on the results of previous studies, the seventh hypothesis can be formulated as follows:

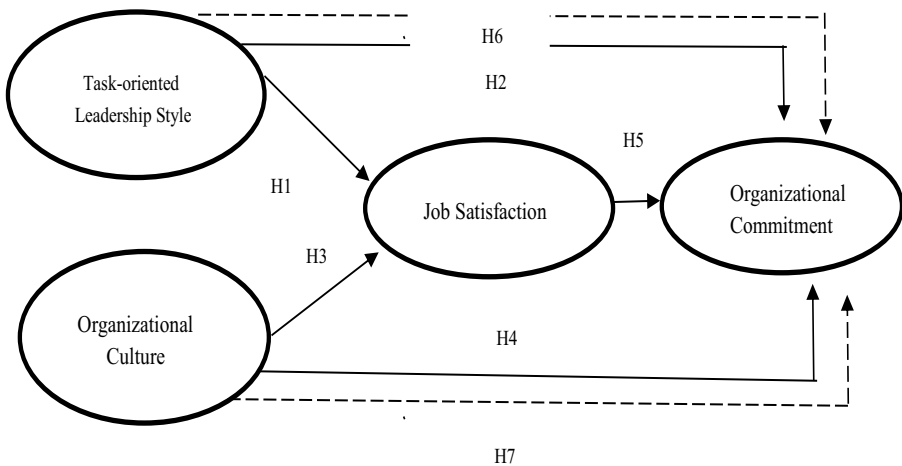H7: There is an effect of organizational culture on organizational commitment through job satisfaction.

Fig. 1. Conceptual framework.

3   Methods

This study was adapted from previous research conducted by [12] [28], which only tested the effect of task leadership style and job satisfaction on employee organizational commitment. Meanwhile, [22] tested the influence of leadership style and organizational culture on job satisfaction, commitment, and work motivation of em-

ployees. Based on previous research, this research examines the effect of task leadership style and organizational culture on employee commitment with job satisfaction as mediation. This research is included in the type of quantitative research. Quantitative research is a scientific method whose data is in the form of numbers or numbers that can be processed and analyzed using mathematical or statistical calculations. The unit of analysis in this research is employees. To measure leadership style using six statement items, measuring job satisfaction using four statement items, and measuring organizational commitment using ten statement items. All statement items were adapted from previous research conducted by [12].

Primary data is used in this research. Primary data is the acquisition of data directly to the field, which is the object of research. The technique for obtaining primary data in this research is using a questionnaire. Questionnaires were distributed to employees who work for Construction and Building Sector Companies in Jakarta, such as PT Total Bangun Persada, Tbk, PT Waskita Karya, Tbk, PT Hutama Karya, Tbk. Questionnaires were distributed directly to respondents. Respondents are staff-level employees. This research determines the number of respondents, which is the minimum number. The minimum number of samples is ensured by referring to [29], the total indicator multiplied by 5. The total indicator obtained is 29 questionnaire items, so the sample in this study is set at 29 x 5, namely 145 employees who work at Construction and Building Sector Companies in Jakarta as respondents. (Hair, 2019) also revealed a suitable sample of around 100-200 respondents.

4   Results

The validity test of the statement items of Leadership Style, Organizational Culture, Job Satisfaction, and Organizational Commitment showed valid results because the p-value was less than 0.05. All statement items determining Leadership Style, Organizational Culture, Job Satisfaction, and Organizational Commitment can be measured. The reliability test found that the value of the Cronbach alpha coefficient for leadership style, organizational culture, job satisfaction, and organizational commitment was more than 0.6. This shows that the measuring instrument (variable) in this study is reliable and can be continued for further research stages.

Table 1. Reliability test results.

Variable	Cronbach Alpha	Decision
Leadership Style	0,904	Reliable
Organizational Culture	0,965	Reliable
Job Satisfaction	0,912	Reliable
Organizational Commitment	0,951	Reliable

Source: Results of data processing using SPSS version 25 (2022)

Before analyzing the data, a descriptive statistical analysis was performed first. The results of the descriptive statistical analysis of leadership style indicators are as follows.

Table 2.   Leadership style descriptive statistics.

No	Statement Items Task-Oriented Leadership Style	Mean	Standard Deviation
1	The leader assigns work to groups or individuals.	3,44	1,117
2	The leader clarifies role expectations and task objectives.	3,50	1,087
3	The leader directs and coordinates the unit activities.	3,59	1,077
4	The leader explains the rules, policies, and standard operating processes.	3,64	0,984
5	Leaders plan short-term operations.	3,58	1,052
6	Leaders organize work activities to increase efficiency.	3,68	1,033
	Total:	**3,57**	**0,87**

Source: Results of data processing using SPSS version 25 (2022)

Table II above shows that employees perceive the task-oriented leadership style nicely. The highest average value of the six statement items on leadership style is indicated by the statement that the leader regulates work activities to increase efficiency. In construction and building companies in Jakarta, an efficient leader can be seen from the ability not to waste and minimize costs incurred by the company. Efficiency in construction and building companies is carried out by saving raw materials and using materials as needed, which will impact cost savings and speed up work completion.

Table 3. Organizational culture descriptive statistics.

No	Statement Items Organizational Culture	Mean	Standard Deviation
1	Employees receive appropriate performance benefits.	3,59	0,976
2	Employees can improve career development by improving the work they have.	3,59	1,031
3	The company provides rewards for the work achieved by employees.	3,59	1,077
4	Employees are involved in the work team to achieve the output the leadership determines.	3,68	1,006
5	I can work in teamwork.	3,65	0,990
6	Working as a team would be better.	3,67	0,986
7	I have a clear workspace.	3,61	1,068
8	I use my time to work optimally.	3,70	0,974
9	I work according to the applicable regulations.	3,63	1,033
	Total:	**3,63**	**0,897**

Source: Results of data processing using SPSS version 25 (2022).

From Table III above, employees' perception of organizational culture is good. The highest average value of the eight statement items on organizational culture is indicated by the statement that employees use their time to work optimally. Working optimally means doing work on time. Work will be able to become more perfect and earnest. Employees of construction and building companies in Jakarta need timeliness in completing work because every project is related to a contract with a very tight schedule. Working with time discipline will impact faster project completion, cost efficiency, and ultimately increased profits.

Table 4. Job satisfaction descriptive statistics.

No	Statement Items Job Satisfaction	Mean	Standard Deviation
1	I enjoy working for the company.	3,66	1,101
2	I like it when I can solve work problems without the help of other co-workers.	3,59	1,097
3	I was happy with my salary when I worked for the company.	3,66	1,036
4	In general, I am happy with the job I currently have.	3,68	1,039
	Total:	**3,64**	**0,95**

Source: Results of data processing using SPSS version 25 (2022)

From Table IV above, the highest average value of the four statement items on job satisfaction is indicated by the statement that employees are generally happy with their current work. Job satisfaction is an emotional attitude that is pleasant and loves one's work. Job satisfaction is a measure of how far the company can meet the expectations of its employees related to various aspects of their work and position. This shows that the satisfaction of employees of construction and building companies in Jakarta is obtained from feeling happy with their work.

Table 5. Organizational Commitment Descriptive Statistics.

No	Statement Items Organizational Commitment	Mean	Standard Deviation
A	*Affective Commitment*		
1.	This organizational problem is my own.	3,70	0,938
2.	This organization means a lot personally.	3,74	0,936
3.	I would be pleased if I had a better career in the company.	3,64	0,948
B.	*Continuance Commitment*		
4.	It would be complicated to leave my current organization, even if I wanted to find a job in another company.	3,69	0,878
5.	I would be very disturbed if I decided to leave my current organization.	3,68	0,926
6.	One of the few negative consequences was when I left this organization.	3,68	0,897
C.	*Normative Commitment*		
7.	I would feel guilty if I left my organization now.	3,77	0,825
8.	This organization deserves my loyalty.	3,75	0,886
9.	I will not leave my current organization because I have obligations to other co-workers.	3,65	0,862
10.	I feel indebted to the company where I work.	3,61	0,973
	Total:	**3,69**	**0,75**

Source: Results of data processing using SPSS version 25 (2022)

From Table V above, the highest average score of the seven statement items on organizational commitment is indicated by the statement that I will feel guilty if I leave my current organization. Organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. For construction and building companies in Jakarta employees, the highest normative commitment means that employees who persist become members of the company because there is

an awareness that committing to the company is a must or obligation. The employee stays in the company because they feel they should do this. An individual with a high normative commitment shows loyalty and is likely to see himself as a true member of the organization.

After conducting a descriptive analysis and before testing the hypothesis, it is necessary to do a Goodness of Fit test to assess the suitability of the model to the data. The number of observations obtained is close to or equal to the expected model. The Goodness of Fit (GoF) value is sufficient from the model used. The results of GoF p-value 0.062, GFI 0.844, RMSEA 0.028, AGFI 0.817, NFI 0.994, TLI 0.987, CFI 0.988, and CMIN/DF 1.115. The results of the three types of measurements indicate a fair value. These results show the fulfillment of the specified parameters so that the embodiment of the conceptual framework is consistent with the statement items.

Hypothesis testing using SEM (Structural Equation Modeling) technique using AMOS 24.0 software. The hypothesis was studied using an acceptable 0.05 and a 95% confidence level. The treatment of hypothesis testing is through comparing the p-value at level = 0.05 with the following criteria: If the p-value < 0.05, then Ho is rejected. If p–value 0.05 >, then Ho is accepted. The results of hypothesis testing are as follows:

Table 6. Hypothesis test results.

Hypothesis	Estimate	p-value	Decision
H1: Task-oriented leadership style has a positive effect on job satisfaction.	0,597	0,000	H1 Supported
H2: Task-oriented leadership style has a positive effect on organizational commitment.	0,224	0,017	H2 Supported
H3: Organizational culture has a positive effect on employee job satisfaction.	0,225	0,003	H3 Supported
H4: Organizational culture has a positive effect on employee organizational commitment.	0,154	0,023	H4 Supported
H5: Job Satisfaction has a positive effect on Organizational Commitment.	0,278	0,002	H5 Supported
H6: Task-oriented leadership style has a positive effect on Organizational Commitment through Job Satisfaction.	0,165	0,005	H6 Supported
H7: Organizational Culture has a positive effect on Organizational Commitment through Job Satisfaction	0,062	0,032	H6 Supported

Source: Data processed using AMOS Version 24

In testing the first hypothesis, it is indicated by an estimated value (β) of 0.597 and a p-value of 0.000. The p-value of 0.000 is smaller than 0.05, so the decision taken in H1 is supported. It can be interpreted that the task-oriented leadership style positively affects job satisfaction. So, the first hypothesis, namely that task-oriented leadership style has a positive effect on job satisfaction, is proven and accepted. That is, a better task-oriented leadership style can increase job satisfaction. The results of the research support the results of research conducted by (Ashgar and Oino, 2018), namely, the better task orientation leadership style can increase the job satisfaction of employees working in retail companies in the UK.

In testing the second hypothesis, it is indicated by an estimated value (β) of 0.224 and a p-value of 0.017. The p-value of 0.017 is smaller than 0.05, so the decision-

taken is H2-supported. It can be interpreted that the task-oriented leadership style has a positive effect on organizational commitment, so the second hypothesis, namely, the task-oriented leadership style has a positive effect on organizational commitment, is proven and accepted. A better task-oriented leadership style can create better organizational commitment. The results of the research support the results of research conducted by (Dahie et al., 2017), where a better task-oriented leadership style can increase the organizational commitment of lecturers at a university in Somalia.

In testing the third hypothesis, it is indicated by an estimated value (β) of 0.225 and a p-value of 0.003. The p-value of 0.003 is smaller than 0.05, so the decision taken is H3-supported. It can be interpreted that organizational culture has a positive effect on employee job satisfaction, so the third hypothesis, namely, organizational culture has an effect on employee job satisfaction, is proven and accepted. That is, a better organizational culture can increase employee job satisfaction. The results support the research by Sharma (2017) that a better organizational culture can increase employee job satisfaction in India.

In testing the fourth hypothesis, it is indicated by an estimated value (β) of 0.154 and a p-value of 0.023. The p-value of 0.023 is smaller than 0.05, so the decision taken is H4 supported. It can be interpreted that organizational culture positively affects employee organizational commitment, so the fourth hypothesis, namely that organizational culture has a positive effect on employee organizational commitment, is proven and accepted. That is, a better organizational culture can increase employee organizational commitment. The results of the research support the results of research conducted by Nikpour (2017) (that better organizational culture can increase employee organizational commitment in educational institutions in Iran.

In testing the fifth hypothesis, it is indicated by an estimated value (β) of 0.278 and a significant value of 0.002. A significant value of 0.002 is smaller than 0.05. The decision taken is H5 supported; it can be interpreted that job satisfaction has a positive effect on employee organizational commitment, so the fifth hypothesis, namely job satisfaction has a positive effect on employee organizational commitment, was proven and accepted. That is, better job satisfaction can increase employee organizational commitment. The results of the research support the results of research conducted by Culibrk (2018), where better job satisfaction can increase the organizational commitment of employees working in service companies in Serbia.

To test hypotheses 6 and 7 using a procedure developed by Sobel known as the Sobel test. Sobel's test can prove whether job satisfaction is a mediating variable. A variable is called a mediating variable if the variable affects the relationship between the independent and dependent variables. The Sobel test was carried out by testing the strength of the indirect influence of the independent variable (X) on the dependent variable (Y) through the mediating variable (Z).

Testing hypothesis 6 based on the results of the Sobel test using an online calculator, it can be seen that the Sobel Test Statistic value of 2.77 is more significant than 1.65, the better the task-oriented leadership style can increase organizational commitment because the better job satisfaction with a significant value of 0.005 smaller than 0.05. The results of this study support the results of research conducted by Sakiru (2018), where a better leadership style and job satisfaction can increase organizational commitment to employees working at universities in Nigeria.

Testing hypothesis 7 based on the results of the Sobel test using an online calculator can be seen in the Sobel Test Statistic value of 3.611, which is greater than 1.65, so a better organizational culture can increase organizational commitment because job satisfaction is getting better with a significant value of 0.032 which is smaller than 0, 05. The results of the research conducted support the results of research conducted by Sarwar (2017), where a better organizational culture can increase job satisfaction and organizational commitment to employees who work for multinational companies in India.

5   Discussion

Leadership Style is a way of a leader (leader), directing, encouraging, and managing all the elements within an organization to realize a goal to be achieved, resulting in maximum employee performance. Leadership Style is the overall pattern of a leader's actions, both visible and invisible to his subordinates. It describes a consistent combination of philosophies, skills, traits, and attitudes that underlie a person's behavior. A better Leadership Style can increase employee Job Satisfaction because leaders can make changes in a positive direction for employees. Leaders can direct employees according to the vision, mission, goals, and objectives set by the company. A better Leadership Style is marked by the desire of the leadership always to help employees create Job Satisfaction as seen from the positive feelings within employees.

Leadership Style is considered an essential concept for any organization, and that organization needs strong leadership that can attract, inspire, and retain employees. Therefore, Leadership Style is considered an important factor that ensures the success of an organization and achieves its goals or objectives. A better Leadership Style can increase Organizational Commitment because leaders can overcome problems that are owned by employees so that they can create employees' desire to establish good relations with company leaders.

Organizational culture as a meaning system is meant to be a set of key characteristics held by the organization that can increase Job Satisfaction marked by favorable emotional conditions within employees when working at the company. In this study, the Organizational Culture indicators were: 1) Innovation and risk-taking, the extent to which employees are encouraged to innovate and take risks. 2) Attention to detail, the extent to which employees are expected to show an attitude of accuracy, analysis, and attention to every detail. 3) Human resource-oriented: Before implementing a policy, it is better if the organization thinks about the impact employees will have from the policy. 4) Aggressiveness: The organization encourages employees to be aggressive and have a competitive spirit. 5) Stability: the creation of activities that lead to company growth and thereby forming company stability to increase Job Satisfaction marked by positive feelings from within employees when working in the company.

Organizational culture is norms, beliefs, and values owned by the company to be obeyed by all members of the company to increase the ability of employees to identify the strengths possessed by the company. Organizational culture is described as a collection of norms, beliefs, principles, and ways of behaving that create different behaviors from each organization to create Organizational Commitment characterized by emotional closeness from within employees when working at the company. Organizational culture is an organizational value system that provides rules for sharing in-

formation, reaching general agreements, and acting on its meaning to create a sense of employee involvement in solving company problems.

Job Satisfaction can be seen from the pleasant emotional conditions within employees when working in companies that can create Organizational Commitment owned by employees marked by the closeness from within employees to the values and goals set by the company. Job Satisfaction can be seen from the pleasant feelings within employees when working in a company that can increase Organizational Commitment as seen from the desire of employees to work in accordance with their obligations. Job Satisfaction can be seen from the pleasant emotional condition within the employee, which can increase Organizational Commitment as seen from the employee's desire to be involved in solving company problems and emotional closeness from within the employee to the company.

Employee job satisfaction plays a role in mediating the influence of leadership and the influence of organizational culture on employee organizational commitment. The level of individual Job Satisfaction can be seen from their attitude towards work. Job Satisfaction refers to the pleasure one gets when doing work. Satisfied workers are more efficient and effective in an organization. Subordinates will be more satisfied if they are treated. The higher the employee job satisfaction, the better the influence of task-oriented leadership style on employee organizational commitment. Likewise, the higher the job satisfaction of employees, the better the effect of organizational culture on employee organizational commitment.

6   Conclusion

Based on the results of research and discussion, it can be concluded that: 1). Task orientation leadership style has a positive effect on job satisfaction proven and accepted. A better task-orientation leadership style can increase job satisfaction. 2). Task orientation leadership style positively affects organizational commitment, proven and accepted. A better task-oriented leadership style can create better organizational commitment. 3). Organizational culture affects employee job satisfaction, proven and accepted. A better organizational culture can increase employee job satisfaction. 4). Organizational culture has a positive effect on employee organizational commitment to proven and accepted. A better organizational culture can increase employee organizational commitment. 5). Job satisfaction positively affects employee organizational commitment to proven and accepted. Better job satisfaction can increase employee organizational commitment. 6). Task orientation leadership style positively affects organizational commitment through proven and accepted job satisfaction. A better task-oriented leadership style and job satisfaction can increase employee organizational commitment. 7). Organizational culture positively affects organizational commitment through proven and accepted job satisfaction. A better organizational culture and job satisfaction can increase employee organizational commitment

7   Recommendation

The results of this study have implications that can be considered for the management of construction and building sector companies: 1). Companies must have leaders who can influence and motivate their employees to contribute to organizational efficiency. 2). Companies must create employee values, beliefs, and habits to optimize working time. 3). Companies must be able to make employees work with pleasure, meaning to work sincerely without being under pressure but by the values, goals, vision, and mission that have been set.

Suggestions for further research progress are: 1). Not only do research on employees who work for construction and building companies in Jakarta, but you can also research employees in other areas at other companies. 2). Can examine other variables such as Salary, Psychological Capital as recommended in the research conducted by[12],[18].

References

[1]   A. Alrowwad, D. A. Almajali, R. Masa'Deh, B. Obeidat, and N. Aqqad, "The role of organizational commitment in enhancing organizational effectiveness," *Proc. 33rd Int. Bus. Inf. Manag. Assoc. Conf. IBIMA 2019 Educ. Excell. Innov. Manag. through Vis. 2020*, no. January 2020, pp. 9133–9154, 2019.

[2]   B. O. Baliartati, N. Emilisa, and S. Handayani, "The Effect of Internal Branding, Affective Commitment, and Employee Empowerment on Employee Engagement Pt. Secure Parking Indonesia Mal Ciputra Jakarta," *Bus. Entrep. Rev.*, vol. 21, no. 2, pp. 349–358, 2021, doi: 10.25105/ber.v21i2.10593.

[3]   B. Al-Daibat, "Impact of Leadership Styles in Organizational Commitment," *Int. J. Bus. Manag. Rev.*, vol. 5, no. 5, pp. 25–37, 2017, [Online]. Available: www.eajournals.org

[4]   J. Ćulibrk, M. Delić, S. Mitrović, and D. Ćulibrk, "Job satisfaction, organizational commitment and job involvement: The mediating role of job involvement," *Front. Psychol.*, vol. 9, no. FEB, pp. 1–12, 2018, doi: 10.3389/fpsyg.2018.00132.

[5]   M. F. Donald, M. E. Lucia, and N. M. Victor, "The relationship between job satisfaction and organizational commitment among academic staff members in a selected higher education institution," *WEI Int. Acad. Conf. Proc.*, vol. 12, no. 15, pp. 38–47, 2016.

[6]   J. Yang and H. Chen, "Can rewards incentives of non-state-owned enterprises realize co-win cooperation of workers, enterprises and the society?: From the perspective of labor productivity, profit and labor absorption," *Nankai Bus. Rev. Int.*, vol. 10, no. 2, pp. 179–206, 2019, doi: 10.1108/NBRI-03-2018-0020.

[7]   S. Zaleha, A. Rasid, M. Aizat, A. Manaf, and F. Quoquab, "Leadership and Organizational Commitment in the Islamic Banking Context : The Role of Organizational Culture as a Mediator," vol. 3, pp. 171–176, 2013, doi: 10.5923/c.economics.201301.29.

[8]   L. H. Yiing and K. Z. Bin Ahmad, "The moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance," *Leadersh. Organ. Dev. J.*, vol. 30, no. 1, pp. 53–86, 2009, doi: 10.1108/01437730910927106.

[9]   A. Hassi, "'You get what you appreciate': Effects of leadership on job satisfaction, affective commitment and organisational citizenship behaviour," *Int. J. Organ. Anal.*, vol. 27, no. 3, pp. 786–811, 2019, doi: 10.1108/IJOA-08-2018-1506.

[10] K. W. Luthans, B. C. Luthans, and N. F. Palmer, "A positive approach to management education: The relationship between academic PsyCap and student engagement," *J. Manag. Dev.*, vol. 35, no. 9, pp. 1098–1118, 2016, doi: 10.1108/JMD-06-2015-0091.

[11] S. P. Robbins and T. A. Judge, *Essential of Organizational Behaviour*. 2018.

[12] T. N. Huynh and N. T. A. Hua, "The relationship between task-oriented leadership style, psychological capital, job satisfaction and organizational commitment: evidence from Vietnamese small and medium-sized enterprises," *J. Adv. Manag. Res.*, vol. 17, no. 4, pp. 583–604, 2020, doi: 10.1108/JAMR-03-2020-0036.

[13] A. Ortega-Parra and M. Á. Sastre-Castillo, "Impact of perceived corporate culture on organizational commitment," *Manag. Decis.*, vol. 51, no. 5, pp. 1071–1083, 2013, doi: 10.1108/MD-08-2012-0599.

[14] B. Schneider, M. G. Ehrhart, and W. H. MacEy, "Organizational climate and culture," *Annu. Rev. Psychol.*, vol. 64, no. July 2012, pp. 361–388, 2013, doi: 10.1146/annurev-psych-113011-143809.

[15] C. E. Chung and S. Kowalski, "Job stress, mentoring, psychological empowerment, and job satisfaction among nursing faculty," *J. Nurs. Educ.*, vol. 51, no. 7, pp. 381–388, 2012, doi: 10.3928/01484834-20120509-03.

[16] M. A. Memon *et al.*, "Satisfaction matters: the relationships between HRM practices, work engagement and turnover intention," *Int. J. Manpow.*, vol. 42, no. 1, pp. 21–50, 2021, doi: 10.1108/IJM-04-2018-0127.

[17] A. Eliyana, S. Ma'arif, and Muzakki, "Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance," *Eur. Res. Manag. Bus. Econ.*, vol. 25, no. 3, pp. 144–150, 2019, doi: 10.1016/j.iedeen.2019.05.001.

[18] N. Y. Karakiliç, "Impacts of leadership styles on organizational performance," *New Trends Manag. Stud.*, vol. 2018, pp. 99–114, 2019, doi: 10.5171/2018.687849.

[19] B. M. Nilasari and D. Sulastiningtiyas, "The Effect Of Leadership Style, Work Environment, And Organizational Motivation On Employee Performance With Job Satisfaction As Variable Mediating," *Bus. Entrep. Rev.*, vol. 18, no. 2, pp. 93–114, 2018, [Online]. Available: http://askrindomitrautama.co.id/,

[20] M. Cho, M. A. Bonn, and J. (Justin) Li, "Differences in perceptions about food delivery apps between single-person and multi-person households," *Int. J. Hosp. Manag.*, vol. 77, no. June, pp. 108–116, 2019, doi: 10.1016/j.ijhm.2018.06.019.

[21] Ig. P. Kawiana, I. G. Riana, I. G. Rihayana, and I. N. R. Adi, "How Transformational Leadership Intensify Employee Performance Mediating By Job Satisfaction," *Mix J. Ilm. Manaj.*, vol. 10, no. 3, p. 454, 2020, doi: 10.22441/mix.2020.v10i3.010.

[22] S. Yanti and J. A. Dahlan, "the Effects of Organizational Culture, Leadership Behavior, and Job Satisfaction on Employee Organizational Commitment," *J. Posit. Manag.*, vol. 8, no. 4, p. 80, 2018, doi: 10.12775/jpm.2017.132.

[23] F. Bagis, L. Dianti, A. Darmawan, and D. V. Rahmawati, "the Effect of Job Satisfaction, Organizational Culture and Work Stress on Organizational Commitment To Civil Servants At the Regional Secretariat of Pemalang Regency," *Int. J. Econ. Bus. Account. Res.*, vol. 4, no. 3, pp. 343–353, 2020, [Online]. Available: https://jurnal.stie-aas.ac.id/index.php/IJEBAR

[24] Maswani, T. Y. R. Syah, and R. Anindita, "the Relationship Between Organizational Culture and Job Satisfaction Towards Organizational Commitment and Employee Performance," *Russ. J. Agric. Socio-Economic Sci.*, vol. 88, no. 4, pp. 144–152, 2019, doi: 10.18551/rjoas.2019-04.19.

[25] Frinlicia and B. M. Nilasari, *Perceived Organizational Support Effect , Rewards Andrecognition , and Spirituality*, vol. 15, no. 2. 2016.

[26] K. INGSIH, A. PRAYITNO, D. E. WALUYO, S. SUHANA, and S. ALI, "The Effect of Training, Information Technology, Intellectual and Emotional Intelligence on Teacher's Performance," *J. Asian Financ. Econ. Bus.*, vol. 7, no. 12, pp. 577–582, 2020, doi: 10.13106/jafeb.2020.vol7.no12.577.

[27] R. Mwesigwa, I. Tusiime, and B. Ssekiziyivu, "Leadership styles, job satisfaction and organizational commitment among academic staff in public universities," *J. Manag. Dev.*, vol. 39, no. 2, pp. 253–268, 2020, doi: 10.1108/JMD-02-2018-0055.

[28] M. Al-Sada, B. Al-Esmael, and M. N. Faisal, "Influence of organizational culture and leadership style on employee satisfaction, commitment and motivation in the educational sector in Qatar," *EuroMed J. Bus.*, vol. 12, no. 2, pp. 163–188, 2017, doi: 10.1108/EMJB-02-2016-0003.

[29] J. F. Hair, W. C. Black, Jr, B. J. Babin, and R. E. Anderson, *Multivariate Data Analysis*. 2019.