



Exploring the Dynamics of Employee Loyalty in Construction Companies

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ABSTRACT

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In the challenging construction industry, employee loyalty is crucial yet often misunderstood. This qualitative study explores the complex dynamics of workforce commitment by investigating 30 respondents across organizational levels through interviews, observations, and document analysis. The research identifies five key dimensions of loyalty: compensation, organizational climate, career development, transformational leadership, and team cohesion. Findings reveal that loyalty extends beyond traditional economic contracts, emerging as a sophisticated social construct shaped by intricate workplace interactions. Unlike conventional approaches that view loyalty through a transactional lens, this study provides a holistic perspective emphasizing psychological, social, and professional factors. The research demonstrates that employee commitment results from multifaceted organizational experiences rather than simple monetary exchanges. Managerial implications highlight the need for comprehensive strategies that address diverse aspects of employee experience, creating a supportive ecosystem that nurtures long-term organizational engagement and workforce stability.

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INTRODUCTION

The construction industry involves multiple stakeholders, technologies, and interrelated business processes (Johari & Taopik, 2022). This sector requires a high level of coordination between planners, contractors, suppliers, and workers (Hadihardaja, 2005) with specific expertise to complete infrastructure and building projects (Dinarjito, 2022). Temporary projects and changing work locations mark the unique characteristics of the construction industry and the need to adapt quickly to changing technology and regulations (Maisie et al., 2020). Each project has different technical and managerial complexities, requiring specific risk management and strategies (Santoso, 2021). External factors such as economic conditions, government policies, and climate change also influence the construction industry dynamics (Pranoto, 2010). Market uncertainty, budget fluctuations, and demands for efficiency drive construction companies to continuously innovate and develop sustainable strategies (Sjioen et al., 2023).

Human resources are a critical component in managing the complexity of the construction industry (Jewell et al., 2020). The need for skilled labour, the ability to adapt to new technologies (Alam, 2019), and sustainable competency development a major challenges in creating a construction ecosystem (Wimala & Imanuela, 2022) competitive and efficient (Anatan, 2010).

Construction companies face unique challenges in retaining employees (Oliviana et al., 2017), starting from the complexity of a work environment full of risks and pressure (Sulistyowatie et al.; Pahlevi, 2018). Tough working conditions, changing project locations (Maisie et al., 2020), and high safety risks create significant uncertainty for the workforce. Compensation and career development factors (Mondiani, 2012), Low compensation attractiveness, and limited career development paths are crucial issues in employee retention (Suganda & Kartiko, 2021). Unclear promotion structures, uncompetitive wages, and minimal training programs contribute to high employee turnover rates in the construction sector (Agit et al.; Ramayani Yusuf, 2022).

Psychological and motivational dimensions (Tucunan et al., 2014) Psychological aspects such as a sense of appreciation, job satisfaction, and work-life balance (Noeary et al., 2020) and personal life play a fundamental role in maintaining loyalty (Nindyati, 2017). Lack of management support, excessive workload (Deti et al., 2023), and deadline pressure can degrade employees' intrinsic motivation (Cahyathi & Riana, 2023). Mitigation strategies To address retention challenges, construction companies need to develop a comprehensive approach that includes improving working conditions (Kurniawan et al., 2023), fair compensation scheme (Purnomo et al., 2013), continuous development programs, as well as management practices that pay attention to employee psychological well-being (Ramadhani & Khoirunnisa, 2018)

Contemporary loyalty dynamics in construction companies show a shift (Setya Yunas, 2019) from traditional concepts to a more complex and multidimensional perspective. Employees no longer view loyalty (Saranya et al., 2020) as a static long-term commitment (Ramadhani & Khoirunnisa, 2018) but rather as a dynamic relationship that requires mutual value and ongoing recognition (Dumitriu et al., 2019). Factors forming modern loyalty: professional satisfaction, personal development opportunities (Morsinkhof, 2014), organizational flexibility and the alignment of individual values with the company's vision are key drivers of loyalty (Permatasari, 2020). Contemporary employees assess organizational commitment (Berlinda et al., 2022) based on growth potential, not just compensation or job security. Structural challenges of the complexity of employment relationships in the digital age (Thaha et al., 2021) present new challenges in building loyalty. High workforce mobility, expectations for an inclusive work environment, and the need for meaning in work drive construction companies to redesign traditional retention strategies (Simatupang, 2015). An integrative approach to building contemporary loyalty requires a holistic approach that integrates technological, psychological and structural aspects (Dinarjito, 2022). Companies must develop a responsive work ecosystem, support individual growth, and create an authentic and meaningful sense of belonging.

The growth of businesses in the building construction sector is growing along with population growth in Indonesia (Badan Pusat Statistika, 2023). The high demand for housing in society allows entrepreneurs to provide consumer demand for housing. The high worker turnover rate hinders business development (Parwita et al., 2019).

Employee loyalty at XYZ Company in the construction sector is a strategic asset (Nindyati, 2017) fundamental to achieving a competitive advantage (Anatan, 2010). In operational dimensions (Syaphutra & Nasution, 2022), loyal employees have a deep understanding of company standards (Cahyadi & Rosidin, 2021), work procedures, and quality expectations, which directly impact the efficiency of project execution (Maisie et al., 2020), minimizing technical errors, increasing team productivity, and ensuring work safety. These

qualities affect individual performance and form a solid and reliable work ecosystem (Khoirista, 2015).

Economically, employee loyalty has significant implications that go beyond just operational costs. Companies can reduce recruitment and training costs, lower employee turnover rates, and enhance their reputation in the construction market. Long-term committed employees develop specialized skills, create unique organizational knowledge, and contribute to effective internal knowledge transfer, which becomes a competitive advantage.

In a psychological context (Adiansah et al., 2019), loyalty is not just an employment contract but a deep emotional bond between an individual and an organization (Bernhard Tewal. Adolfina, Merinda, Pandowo, n.d.). XYZ Company needs to design a comprehensive strategy to build loyalty, such as designing a competitive compensation system, providing a clear career development path, implementing transformational leadership, and creating an inclusive organizational culture. With this holistic approach, the company gets skilled employees. It builds a team with intrinsic motivation, a strong sense of belonging, and a commitment to contributing to the organization's long-term success (IOM INDONESIA, 2010).

With the complexity of the problems that occur in the construction industry, causing employees to be reluctant to have a career in this world, the author wants to put forward the factors that influence employee loyalty, especially in the construction industry. The findings from the results of this study will be compared with the theory of employee loyalty and will be used as suggestions for further research to be studied. By taking the title *Exploration of Employee Loyalty Dynamics in Construction Companies: Interpretative Study*, it is hoped that the author can provide new insights for subsequent authors.

LITERATURE REVIEW

Employee Loyalty Concept

Employee loyalty has been studied extensively in organizations and human resource management, where research typically links employee loyalty to managerial practices that the employer controls (Apergis & Georgellis, 2018). However, employee loyalty often reflects general social and economic trends beyond the employer's control. Robbins & Judge (2013) Loyalty is viewed from three dimensions: (1) Affective commitment (emotional involvement), (2) Continuance commitment (costs considered when leaving the organization) and (3) Normative commitment (moral obligation to stay).

The definition of employee loyalty is explained by Tomic, Tesic, and Kuzmanovic (2018), who state, "Loyal employees are faithful to the organization and do their best in service providing, which has a direct and significant influence on the service companies' performance". Employees who are loyal to the company are employees who are loyal to the company and do their best to improve the company's performance. Employee loyalty is more emphasized on the commitment to stay in the company and the commitment to support the company's performance. Employee loyalty is employees' physical and psychological activity in carrying out their duties and responsibilities by faithfully following and obeying the mandatory things, including loyalty to work, position and organizational structure. Loyalty can also be interpreted as the determination and ability of an employee to obey and implement company regulations accompanied by full awareness and responsibility. According to Saydam (2012), the aspects or

indicators of employee loyalty are as follows: (1) obedience and compliance, (2) responsibility, (3) sense of belonging, and (4) liking for work.

According to (Soegandhi, 2013), the factors that influence employee loyalty are (1) the availability of work facilities, (2) welfare benefits, (3) work atmosphere, (4) wages received, (5) employee discipline, (6) personal characteristics of the individual or employee, (7) job characteristics, (8) organizational design characteristics, and (9) experience gained while the employee is engaged in the job. Dunette (2016) stated that the factors influencing work loyalty are divided into intrinsic and extrinsic. Intrinsic factors arise from within the employee and have been possessed by the employee since starting work at his workplace.

In the research by Nicholas Apergis (2018) titled "Regional unemployment and employee loyalty: evidence from 12 UK regions," (Apergis & Georgellis, 2018) it is stated that declining employee loyalty has been linked to absenteeism and intentions to quit, so this has become a major concern for managers. In the research, it is explained that one of the highest values in measuring employee loyalty is compensation. The study explains that employees will be motivated if there are incentives. These incentives can be in the form of bonuses, allowances, or salary increases.

Construction Industry

The complex construction industry has unique dynamics, including high-risk projects, extensive labour mobility, and reliance on specific technical skills. Organizational structures are flexible, with project teams often formed on a temporary and changing basis (Dinarjito, 2022). Operational Challenges The construction industry's success depends heavily on multidisciplinary coordination, rigorous risk management, and adaptation to technological and regulatory changes. Dynamic work environments require employees to have multitasking skills and professional resilience (Maisie et al., 2020).

Human resources aspects of human resources management (Supardi & Aulia Anshari, 2022) in construction require a special approach that considers occupational safety, continuous competency development, and retention strategies responsive to diverse employees' needs. Contemporary Challenges Digital transformation, sustainability demands and shifting work paradigms are reshaping the construction industry landscape. Companies must integrate advanced technologies, build a culture of innovation, and create an inclusive and sustainable work ecosystem.

METHODS

The research method used in this study is the Descriptive Qualitative method (Sugiyono, 2017). In this study, the object used was workers in the construction sector located in Bandung City, Indonesia. The scope of this study is employee loyalty, which includes all employees at PT XYZ. The number of workers to be interviewed was 30 employees of XYZ company. This number is considered a saturated sample because the number is small and needs to be sampled. The data collection method was carried out by interviewing all samples and then studying literature from various previous studies.

The author will ask what factors make employees loyal. After the answers are collected, the author will group and sort which answers are answered more by employees. Then, it will be

compared with the theory of employee loyalty. The research was conducted at PT XYZ, a company engaged in the construction sector. Data collection was carried out when research was in the field, then sorting and identifying to find words or phrases that contain meaning. The importance of phenomena in the field is captured intersubjectively on various topics studied.

RESULT AND DISCUSSION

Respondent Profile

In this study, data was obtained from 30 respondents who were employees of PT XYZ, a company engaged in the construction sector.

Table 1. Respondent Profile

No	Description	Total
1	Gender	
	Male	29
2	Female	1
	Education	
	SMP	16
	SMA	12
	Diploma	1
3	Bachelor	1
	Age	
	< 20	5
	21- 30	17
4	31-40	8
	>40	
	Marital Status	
	Married	30
	Single	

Source: processed by the author, 2024

The number of respondents was 30, with 29 men and 1 woman. The education level of the respondents was junior high school graduates, 12 high school graduates, 1 diploma and 1 bachelor. The age range of respondents was 5 people under 20 years, 17 people were in the range of 21 years to 30 years, 8 people were in the age range of 31-40 years. All respondents had a marital status of married, meaning they had dependents.

Research result

Based on the dimensions of employee loyalty, a questionnaire was given to 30 people by ranking the priority scale of the five dimensions.

Table 2. Priority scale of the five dimensions

No	Dimension	10	9	8	7	6	5	4	3	2	1	Total	Percentage
1	Compensation and Welfare	21	4	3	2							284	24%
2	Organizational Climate			17	5	5	3					216	18%
3	Career Development		3	15	7	4	1					225	19%
4	Transformational Leadership				14	11	4	1				188	16%
5	Sense of Togetherness in a Team	9	8	7	5	1						259	22%

Source: processed by author 2024

After the survey regarding the priorities of the five dimensions of employee loyalty, the researchers conducted an open survey regarding other things besides the five dimensions that influence employee loyalty.

Table 3. Factors supporting employee loyalty

No	Other factors	Percentage
1	Job stress level	92%
2	Work flexibility	90%
3	Work-life balance	89%
4	Reward programs	84%
5	Technology access	79%
6	Professional competition level	78%
7	Company reputation	78%
8	Networking opportunities	72%
9	Soft skills development	69%
10	Individual characteristics	65%
11	Relationships between colleagues	65%
12	Digital learning programs	56%
13	Construction industry trends	53%

Source: processed by author, 2024

Discussion

Of the five dimensions of employee loyalty, a priority scale influences loyalty: compensation and welfare. Based on interviews, this compensation and welfare factor is the first rank that makes employees loyal to the company. Economic factors can influence employees' decisions to stay in the organization. In the context of employee loyalty in construction companies, compensation and welfare are fundamental foundations influencing employees' decisions to stay in the organization. This economic aspect does not only include monthly salaries but also the entire benefits package that creates a sense of security and appreciation. A competitive, transparent, and fair compensation system can significantly increase employee motivation and commitment to the company.

The second dimension that is a priority for employees to stay in an organization is. Togetherness in the team, with that strong social tie between team members, characterized by collaboration and mutual support, forming a work ecosystem that supports long-term commitment and a deep sense of belonging. Career development is an important motivator for ambitious construction employees. Companies that offer clear professional growth paths, ongoing training programs, and individual development plans provide hope and perspective for the future. When employees see the potential for self-development in the organization, they tend to be more committed and have a long-term view of their careers.

A conducive organizational climate shapes employee perceptions and attitudes towards the work environment. An organizational culture that supports openness, effective communication, and appreciation for individual contributions creates a comfortable psychological space. It encourages employees to carry out their duties and develop strong emotional bonds with the organization, increasing loyalty. Transformational leadership and a sense of togetherness in the

team are inseparable elements in building loyalty. Leaders who can inspire, motivate, and empower employees create an environment where each individual feels meaningful and appreciated. Losses or negative outcomes that may occur can be caused by low job satisfaction experienced by employees, but this can be addressed by implementing work-life balance. Work-Life Balance is the individual's ability to balance work and personal life. This was expressed by Iskandar Ahmadin in "Effect Of Work-Life Balance On Employee Performance Mediated By Job Satisfaction," explaining that work-life balance has become the most important factor in choosing a job today, so that work-life balance can be made one of the factors supporting employee loyalty (Ahmaddien, 2023)

After understanding the priority scale of employees towards the dimensions of employee loyalty, other factors influence employee loyalty. In the dynamics of employee loyalty in construction companies, factors outside the main dimensions play a significant role that is complex and multidimensional. The level of work stress reaching 92% is a crucial indicator, indicating that workload management and mental health are top priorities in retaining employees. Work flexibility (90%) and work-life balance (89%) underline the demands of modern employees for an adaptive work structure that pays attention to the balance between professional and personal aspects.

Reward programs (84%) and access to technology (79%) contribute significantly to creating a supportive and innovative work environment. External factors such as the level of professional competition and company reputation (78% each) provide a significant competitive context in influencing employee decisions to stay. Networking opportunities (72%) and soft skills development (69%) further emphasize that employees are not just looking for a job but a comprehensive self-development platform.

Individual characteristics (65%) and relationships between colleagues (65%) show that the personal dimension has an equal weight in building loyalty. Although lower in percentage, digital learning programs (56%) and construction industry trends (53%) still contribute to forming a dynamic work ecosystem responsive to change. These factors create a complex system that goes beyond the traditional concept of employee loyalty, emphasizing the importance of a holistic approach to understanding professional commitment.

CONCLUSION

The study "Investigating Employee Loyalty Dynamics in Construction Companies" reveals that loyalty is a complex social construct beyond traditional economic-based concepts. Loyalty is not just an employment contract but a multidimensional, ongoing interaction between individuals and organizations that involves psychological, social, and professional aspects. The managerial implications of this study emphasize the need for a holistic approach in managing human resources in the construction sector. Companies must design comprehensive strategies that consider economic needs, professional development, psychological well-being, leadership quality, and organizational social dynamics. The main contribution of this study lies in its multidimensional perspective, which provides deep insights into building long-term employee commitment, going beyond conventional approaches, and offering a new framework for understanding employee loyalty. This research only discusses descriptively the factors that can make employees loyal to the company, especially in the construction industry. There is a wider scope for further research to examine the relationships or influences of other variables that affect employee loyalty.

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