International Research Journal of
BUSINESS STUDIES

ISSN: 2089-6271 | e-ISSN: 2338-4565 | https://doi.org/10.21632/irjbs

Vol. 18 | No. 3

The Mediating Role of Commitment to Enhance Project Performance in Indonesia's Construction Industry

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ARTICLE INFO

Keywords:
Emotional Intelligence, Organizational Culture, Organizational Commitment, Project Performance

Kata Kunci:
Kecerdasan Emosional, Budaya Organisasi, Komitmen Organisasi, Kinerja Proyek

ABSTRACT

The construction industry in Indonesia is growing rapidly, with significant projected growth in 2025. However, delays and failures in project completion remain major challenges, negatively impacting companies and the industry's reputation. This study aimed to analyze the influence of emotional intelligence and organizational culture on project performance, with organizational commitment as a mediating factor, focusing on project managers in state-owned construction companies. Using a quantitative-explanatory approach and probability sampling with cluster techniques, data were collected from 166 project managers across seven state-owned construction firms in Indonesia. SEM-PLS was employed for analysis. Results indicated that emotional intelligence significantly impacts both project performance and organizational commitment. Additionally, organizational culture promoting transparency and collaboration positively influences project performance, albeit to a lesser extent. Organizational commitment serves as a critical mediator. Future studies should consider demographic factors, adopt a longitudinal design, and involve broader organizational roles for a more comprehensive perspective.

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SARI PATI

Industri konstruksi di Indonesia berkembang pesat, dengan proyeksi pertumbuhan signifikan pada tahun 2025. Namun, masih terjadi keterlambatan dan kegagalan dalam menyelesaikan proyek, yang berdampak negatif pada perusahaan dan reputasi industri secara keseluruhan. Penelitian ini menganalisis pengaruh kecerdasan emosional dan budaya organisasi terhadap kinerja proyek, dengan komitmen organisasi sebagai mediasi. Pendekatan yang digunakan adalah kuantitatif-eksplanatori dengan sampel probabilitas melalui teknik cluster. Data dikumpulkan dari 166 manajer proyek di tujuh perusahaan konstruksi BUMN di Indonesia. Analisis menggunakan metode SEM-PLS. Hasil penelitian menunjukkan bahwa kecerdasan emosional memiliki pengaruh signifikan terhadap kinerja proyek dan komitmen organisasi. Selain itu, budaya organisasi yang mendukung transparansi dan kolaborasi juga berpengaruh positif terhadap kinerja proyek, meskipun pengaruhnya lebih kecil dibandingkan kecerdasan emosional. Komitmen organisasi terbukti menjadi mediator penting dalam hubungan ini. Penelitian selanjutnya disarankan untuk mempertimbangkan faktor demografi, menggunakan desain penelitian longitudinal, dan melibatkan berbagai posisi dalam organisasi untuk mendapatkan pemahaman yang lebih menyeluruh

INTRODUCTION

The construction industry in Indonesia is projected to grow by 5.48% in 2025 (Kompas, 2024). To sustain this growth, construction companies must strengthen their readiness, particularly in managing strategic projects. However, several projects have faced delays due to contractors' inability to meet targets. For instance, the Mulobahang-Walang Road reconstruction project, valued at IDR 3.172 billion, involving asphalt paving and retaining wall construction, failed to meet its deadline (Media Indonesia, 2023). Similarly, many projects stalled due to disorganized EPC processes, causing legal issues and delays (Kompas, 2023), such as the Trans-Sulawesi road project in North Konawe, Southeast Sulawesi, worth over IDR 50 billion, which was abandoned (Kompas, 2023). Persistent delays undermine stakeholder trust, weaken contractor credibility, and hinder national construction growth targets. Internal data from a state-owned construction service company revealed delays in 31 out of 73 projects, a condition likely mirrored in other companies. Failure to complete projects on time indicates performance challenges, which, if unaddressed, may escalate into financial losses and potential bankruptcy. Thus, further research on project performance in state-owned construction companies is crucial.

The success of construction projects depends largely on the project manager, who ensures timely completion, stays within budget, and avoids over-budgeting losses. Project managers lead various roles, including site operations, engineering, administration, finance, field supervision, quality control, and human capital. Despite this support, they face immense pressure from their responsibilities, often compounded by personal challenges like family or financial issues (Xia et al., 2022). To achieve optimal project performance, a project manager needs to have good Emotional Intelligence, as highlighted in studies by Khosravi et al. (2020); Montenegro et al. (2021); Zhang & Hao (2022); and Zhu et al. (2021), Emotional intelligence enables project managers to regulate stress and maintain composure under pressure (Bhatnagar & De, 2021). Companies also play an active role in enhancing the emotional intelligence of project managers and other employees through various training programs to support optimal project performance. More recent global studies further reinforce this relationship, particularly in the construction industry such as (Watanabe et al., 2024) in Japan demonstrate that Emotional Intelligence enhances project success by strengthening team cohesiveness and problem resolution in construction project teams.

Similarly, (Rodrigues & Matos, 2024) in Portugal also find that project managers with strong Emotional Intelligence make better project decisions, leading to improved coordination and performance outcomes. (Rahul, 2024) in India proposes a leadership alignment model where Emotional Intelligence is integrated into project management practices to enhance team performance. In addition, a South African construction sector study (Aghimien & Aigbavboa, 2024) highlights how Emotional Intelligence contributes to performance and organizational adaptability in construction firms. However, research conducted by (Resubun et al., 2022) report contrasting findings, suggesting that emotional expression is minimized in some work environments, where professionalism is prioritized over emotional engagement. These conflicting results suggest that the role of Emotional Intelligence may vary depending on organizational culture and managerial expectations. Nevertheless, the accumulated evidence, particularly from construction contexts across Asia, Africa, and Europe, indicates that Emotional Intelligence is increasingly recognized as a necessary competence for navigating interpersonal complexity and ensuring effective project execution.

State-owned construction firms in Indonesia adopt AKHLAK-based corporate values emphasizing trust, competence, adaptability, and collaboration (Brantas Abiparaya, 2023). When internalized, these values shape workplace behavior and influence

project execution. For instance, harmony across divisions, adaptability to project changes, and collaboration among employees can significantly enhance project performance. This is supported by Ababneh (2020) and Khwae (2021) who found a positive link between organizational culture and project performance. However, (Setiani et al., 2023) found no significant impact of organizational culture on performance in the manufacturing sector, (Setiani et al., 2023) attributed this to employees' failure to internalize corporate values, often due to a mismatch between personal and corporate values.

The inconsistencies in research findings indicate the need to re-examine the relationships between Emotional Intelligence and Project Performance, as well as Organizational Culture and Project Performance. As to accommodate this evidence gap, organizational commitment is proposed to be the intervening mediating variable. Project employees, such as managers, who effectively manage emotions can foster positive feelings and a strong attachment to the company, enhancing their organizational commitment and contributing to better project performance. This mediating role aligns with Hadian Nasab & Afshari (2019). High organizational commitment is also reflected in low employee turnover rates observed in several state-owned construction companies, indicating alignment between organizational culture and employees' values. Such alignment promotes better adaptation, collaboration, and project performance. These findings are supported by Lin et al. (2023); Nguyen & Watanabe (2017); Song et al. (2017) who found mediating role of organizational commitment in the relationship between organizational culture and project performance.

Numerous prior investigations examining connections between EI competencies and project outcomes have been undertaken across varied domains. Illustrative examples include Zhu et al. (2021), who analyzed 380 professionals in Chinese construction sectors; Montenegro et al. (2021) assessing 110 project leaders in Pakistani construction firms; Zhang & Hao (2022) evaluating 24 experienced managers possessing five-year tenures. Parallel inquiries into organizational culture's impact on project success emerge in works like Lin et al. (2023); concentrating on domestic contractor staff in Sino-Korean contexts; Khwae (2021), surveying 121 private-sector workers in Malaysian environments. Despite extensive research on construction sector performance, Kukah et al. (2023) emphasize critical knowledge deficiencies regarding EI-project outcome correlations, particularly within developing nations' infrastructure development spheres.

This study seeks to address this literature gap by concentrating on project leaders within Indonesia's state-ownned enterprise construction sector, a context which previously under-explored. The inquiry synergistically adopt the Conservation of Resources (COR) Theory and Person-Organization Fit (P-O Fit) frameworks to enhance comprehension of performance determinants. While COR Theory emphasizes psychological resource preservation, it inadequately addresses worker-institutional compatibility concerns identified by Zhu et al. (2021). The incorporation of P-O Fit principles, stressing congruence between individual and organizational values for peak efficiency, mitigates these theoretical shortcomings. This dual theoretical lens facilitates a multidimensional analysis of construction project efficacy, offering new insights into understudied geographical and organizational contexts.

The Theory of Conservation of Resources

The Conservation of Resources (COR) Theory, developed by (Hobfoll, 1989), focuses on how individuals and organizations acquire, maintain, protect, and develop the resources they deem important. According to Hobfoll & Freedy (2018), COR theory has four main principles: individuals strive to acquire and maintain resources, the loss of resources has a greater impact than the gain of resources, resources are used to protect other resources, and individuals who possess more

resources are generally more capable of acquiring new resources. COR theory is highly relevant in this research as it can explain the role of emotional intelligence as a psychological resource that helps individuals manage emotions, build healthy relationships, and cope with work pressures (Valenti et al., 2021). With high emotional intelligence, individuals tend to have stronger organizational commitment (Alsughayir, 2021), as they feel more connected to the organization's goals and have resilience in facing challenges, which ultimately becomes an additional resource to drive project performance improvement. Committed employees are more motivated to complete tasks effectively. From the perspective of COR theory, individuals who can maintain and manage their psychological resources well will be more capable of avoiding resource loss and creating a resource gain spiral, which has a positive impact on project success (Bardoel & Drago, 2021). Construction project managers in Indonesia are constantly faced with various physical and psychological pressures, such as tight deadlines, accident risks, and lack of health guarantees, which often drain emotional and cognitive resources. In this context, emotional intelligence plays a key role as a psychological resource. Project managers with good emotional regulation skills are more likely to reduce conflicts within the team, minimize stress due to work pressures, and maintain motivation despite challenging field conditions.

The Person-Organization Fit Theory

The Person-Organization Fit (P-O Fit) Theory, introduced by (Kristof-Brown et al., 2005), focuses on the congruence between an individual's values, traits, and objectives and those of their workplace, which can influence organizational outcomes like job satisfaction, loyalty, and productivity. This framework is particularly applicable in explaining how harmony between organizational culture and personal values enhances commitment and project success. When employees perceive alignment between their own principles and the organization's ethos, they develop a stronger sense of belonging and motivation to contribute meaningfully, thereby deepening their dedication to the organization (Na-Nan et al., 2025). Such dedication translates to heightened involvement in projects and improved outcomes. From the lens of P-O Fit theory, cultural harmony fosters a supportive environment for project success, as employees who perceive a strong cultural alignment demonstrate greater enthusiasm and collaborate more productively within teams (Abuzaid et al., 2024). Construction project managers in Indonesia also face challenges where organizational culture often clashes with their personal values—for example, a company prioritizing project acceleration while overlooking safety standards or tender ethics, whereas project managers uphold professionalism and transparency. This misalignment triggers internal conflict, and managers who are forced to meet targets through practices such as markup lose motivation, reduce commitment, and may potentially delay project completion—managers feel supported in managing material quality risks, coordinating field teams collaboratively, and making data-driven decisions.

Hypothesis Development

Emotional Intelligence is recognized as a key interpersonal capability that enhances team communication, conflict management, and collaborative efficiency in project environments (Hadian Nasab & Afshari, 2019). Employee competencies and skills can predict the performance and success of a project (Zaman & Aktan, 2021). Teams with high Emotional Intelligence demonstrate improved coordination and performance efficiency (Fang et al., 2018). Team competencies exert heightened effects on project outcomes, as enterprise achievements predominantly rely on workforce expertise, capabilities, and technical mastery (Ibrahim et al., 2017). Effective interpersonal communication is a critical managerial competency during project implementation. Barbosa et al. (2021) found that Emotional Intelligence critically enhances collaborative dialogue, mutual reinforcement, and superior productivity within project cohorts.

Furthermore, project managers with strong emotional intelligence can manage various aspects of a project, including resource management, resolving complex tasks during on-site crises, establishing shared goals and missions, facilitating effective communication, and evenly organizing information for individuals and teams within a project (Lin et al., 2023). Project managers will emotionally react to events and situations in the workplace, with these reactions being influenced by their attitudes and behaviors, particularly in task completion, which ultimately impacts job satisfaction and project performance (Haider et al., 2024). Thus, hypothesis is proposed:

H1: Emotional Intelligence has a positive and significant effect on Project Performance.

Prior findings consistently show that Emotional Intelligence positively predicts Organizational Commitment (Alsughayir, 2021; Zhu et al.2021). Emotional intelligence influences how employees observe and regulate their emotions effectively to achieve positive outcomes (Naz et al., 2019), such as organizational commitment. Individuals who are skilled in recognizing and expressing emotions, capable of regulating their own and others' emotions, and adept at designing wise stress-coping strategies are more likely to be committed to their work and organization compared to those with limited abilities in managing these emotional intelligence elements (Naz et al., 2019). This implies that project managers with high emotional intelligence can build healthy relationships with colleagues and higher-level management, where these strong connections ultimately result in greater commitment to the company and the construction projects they work on. Thus, the hypothesis that can be formulated is as follows:

H2: Emotional Intelligence has a positive and significant effect on Organizational Commitment.

Commitment refers to a psychological attachment that encourages employees to maintain involvement in the organization (Li et al., 2024). It facilitates collaborative value creation between organizations by encouraging cooperative interactions that benefit all parties involved (Hessling et al., 2018). As a result, commitment acts as a mechanism to mitigate unpredictability in projects by improving communication and coordination among team members or departments. A defining feature of commitment is the willingness to accept temporary compromises for the sake of long-term gains (Ryciuk & Nazarko, 2020). High commitment facilitates active communication and coordinated decision-making among project members, strengthening the system's capacity to detect and adjust to shifts in external project conditions (Liu et al., 2024) In essence, when project leaders demonstrate commitment, they cultivate an environment that supports optimal project outcomes. Thus, the hypothesis that can be formulated is as follows:

H3: Organizational Commitment has a positive and significant effect on Project Performance.

Organizational commitment not only significantly contributes to project success but also plays a critical mediating role in linking Emotional Intelligence to project performance. When employees can manage emotions effectively, it fosters a supportive workplace atmosphere, deepening their connection to the organization and motivating actions aligned with its goals (Muhammad Sajid et al., 2024; Muliadi et al., 2025). According to Naz et al. (2019), increased employee commitment correlates strongly with project success, as decisions and efforts are consistently oriented toward the organization's priorities. Additionally, the commitment of project managers and teams, evident in their capacity to communicate efficiently, sustain collaborative attitudes, and work cohesively, plays a pivotal role in achieving high project performance (Viswanathan, 2015). Notably, project managers with strong Emotional Intelligence exhibit greater organizational dedication, ensuring streamlined execution and successful completion of construction projects. Thus, the hypothesis that

can be formulated is as follows:

H4: Organizational Commitment mediates the relationship between Emotional Intelligence and Project Performance.

Organizational culture is considered a set of values, principles, and work practices inherent in an organization (Maamari & Saheb, 2018). A more homogeneous organizational culture that promotes teamwork and has a clear mission has been shown to enhance project performance (Tan, 2019). Generally, organizational culture encompasses elements such as ethics, principles, expectations, and widely accepted practices that influence actions within the organization as a whole (Ababneh, 2020). (Vaidyanathan, 2016) explains that culture can be seen as a contributing factor to project outcomes and effectiveness. This is because a human-centered organizational culture can influence employee behavior, ultimately affecting the performance of the projects they work on (Stare, 2011). Therefore, these values should be internalized by all employees, especially project managers involved in construction projects, as this approach is believed to create a strong culture where all employees fully understand the situation comprehensively, thereby enhancing performance and productivity in a project. Thus, the hypothesis that can be formulated is:

H5: Organizational Culture has a positive and significant effect on Project Performance.

Organizations that prioritize a growth-oriented culture are more likely to attract skilled professionals who embrace challenges and align with long-term organizational objectives (Kontoghiorghes, 2016). Research by Nikpour (2017) and Rantesalu et al. (2016) highlights a direct correlation between organizational culture and heightened employee loyalty, emphasizing how cultural values strengthen workplace dedication. Similarly, Thi Kim Pham (2022) observed that in Vietnamese firms, corporate culture enhances employees' emotional attachment, perceived obligation, and calculated loyalty (affective, continuance, and normative commitment). A study by Thi Kim Pham (2022) on Vietnamese garment companies further revealed that HR practices, such as training initiatives, reward systems, and leadership engagement, strengthen employees' sense of duty, emotional connection, and pragmatic commitment to the organization. Nguyen & Watanabe, (2017) expanded on this by demonstrating that cultural components like internal communication, professional development, recognition programs, collaborative teamwork, visionary planning, innovation, inclusive decision-making, and leadership styles boost engagement by fostering increased effort, pride, and allegiance among employees. Given these findings, project managers should promote open communication among team members to resolve challenges constructively, thereby enhancing overall project outcomes. Thus, the hypothesis that can be formulated is:

H6: Organizational Culture has a positive and significant effect on Organizational Commitment.

Research on projects now focuses more on how project participants interact in complex ways, rather than solely on technical issues (Bjorvatn & Wald, 2018). In a goal-oriented culture, employees are generally willing to compromise to balance short-term interests with overall objectives, ensuring that shared tasks are completed effectively, thereby improving project performance (Swart et al., 2014). Conversely, a hierarchical culture that heavily emphasizes "efficiency" and "compliance" can limit employees' willingness to share responsibilities and risks when collaborating on a project (Cao et al., 2015), leading to a decline in overall project performance. Employee commitment cultivates a sense of belonging that transcends financial incentives, fostering deeper organizational alignment (Lin et al., 2023; Morrow et al., 2012). Thus, commitment serves as a critical mediator in determining the nature of the relationship between organizational culture and project performance

(Jia et al., 2021). Highly committed project teams actively incorporate organizational values into their workflows, strengthening project outcomes through this alignment. Based on the explanation above, the hypothesis that can be formulated is:

H7: Organizational Commitment mediates the relationship between Organizational Culture and Project Performance.

METHODS

This study employs a Quantitative-Explanatory approach, focusing on each project manager within the Indonesia's state-owned constructions service company. According to internal data, there are 946 project managers across seven state-owned construction service companies, constituting the population of this research. To ensure data representativeness, the study employed a cluster-based probability sampling approach, enabling participant selection that accurately represented each company's workforce (Sekaran & Bougie, 2016). Using Slovin's formula, the study required a minimum sample size of 166 participants. This calculation suggested that approximately 23–24 participants were targeted per organization to meet this threshold. The survey instrument utilized a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). For data analysis, structural equation modeling via partial least squares (SEM-PLS) was applied to examine relationships between variables. The study adapts various instruments to measure the associated variables: Emotional Intelligence is based on the work of Liu et al. (2024), Organizational Culture refers to Azeem et al. (2021), Organizational Commitment is adapted from Hadian Nasab & Afshari (2019), and Project Performance is measured following Novieto & Kportufe (2022).

RESULTS AND DISCUSSION

A total of 186 respondents participated in this study; however, 20 data entries were deemed ineligible and subsequently eliminated, leaving 166 data points that met the selection criteria established by the researchers. This final dataset aligns with the minimum sample size required for the study. Based on the demographic profile of respondents, the age group of 38 to 43 years recorded the highest percentage (40.96 percent), indicating that the majority of project managers in state-owned construction service companies possess extensive professional experience. This is further supported by the finding that 32.53 percent have managed between 1 to 5 projects. The majority of respondents are male (74.70 percent). Additionally, a significant proportion of respondents have more than three years of experience as project managers (54.22 percent). In terms of educational attainment, undergraduate degrees (Bachelor's or D-IV/S1) dominate with 66.87 percent. Regarding the distribution of respondents across companies, relatively proportional, with PT. Wijaya Karya Tbk. and PT. PP Tbk. each contributing 15.06 percent of the sample, followed by other companies with comparable percentages.

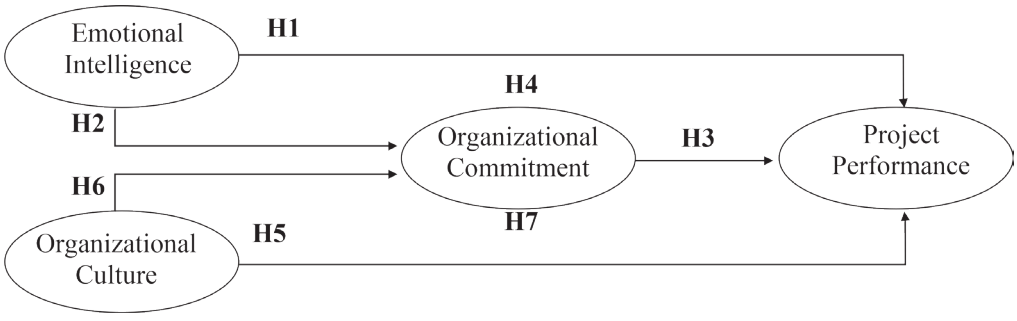

Figure 1. Research Framework
Source: Adopted from Lin et al. (2023); Muhammad Sajid et al. (2024); Zhu et al. (2021)

Table 1. Indicator and Internal Consistency Reliability

Variable	Item Measurement	Loading Factor	Cronbach's Alpha	Composite Reliability	
				Rho_A	Rho_C
Emotional Intelligence (Liu et al., 2024)	(EI1) Effectively recognize emotions when facing a hard situation	0.805	0.951	0.953	0.956
	(EI2) Understand the sources of emotions arise	0.704			
	(EI3) Recognize the colleagues' mood changes	0.756			
	(EI4) Effectively manage emotions when facing challenging situations	0.748			
	(EI5) Able to solve problems effectively	0.818			
	(EI6) Able to find ways to calm when facing stress	0.809			
	(EI7) Stay motivated even when facing obstacles	0.707			
	(EI8) Set clear goals for every task	0.780			
	(EI9) Capable of translating enthusiasm for working in the construction industry into concrete actions.	0.790			
	(EI10) Understand the emotions of colleagues	0.783			
	(EI11) Appropriately respond to the emotional needs of the team/stakeholders in a project.	0.786			
	(EI12) High empathy in interactions with colleagues	0.832			
	(EI13) Actively collaborate within the team to achieve projects's successfulness.	0.709			
	(EI14) Motivate the team to perform better in achieving project targets	0.749			
	(EI15) Solve the problems effectively	0.765			
Organizational Culture (Azeem et al., 2021)	(OC1) Adhere to unwritten norms that must be followed by all employees.	0.872	0.957	0.959	0.963
	(OC2) Give clear instructions to regulate every work	0.892			
	(OC3) Client interests are always the primary focus	0.795			
	(OC4) Improve working processes to gain a competitive advantage	0.783			
	(OC5) Agreements are easily achieved even when dealing with complex issues	0.863			
	(OC7) Employee must strive to achieve shared goals	0.894			
	(OC8) Project information is available to all parties	0.899			
	(OC9) Employees can access the information needed to carry out their tasks.	0.803			
	(OC10) New ideas in construction work must be promptly implemented to improve efficiency.	0.796			
Orgnizational Commitment (Hadian Nasab & Afshari, 2019)	(OM1) Happy to spend the rest career in this company	0.909	0.962	0.963	0.969
	(OM2) This company holds significant meaning	0.894			
	(OM3) Difficult to leave this company, even if it's wanted	0.942			
	(OM4) Consequences of leaving this company is the lack of available alternatives.	0.918			
	(OM5) People nowadays switch companies too frequently.	0.893			
	(OM6) Better to stay with one company for a substantial part of career.	0.942			
Project Performance (Novieto & Kportufe, 2022)	(PP1) The project will be completed on time/has already been completed on time.	0.732	0.871	0.874	0.907
	(PP2) The project will be completed within budget.	0.852			
	(PP3) The project outcomes meet the expected objectives.	0.767			
	(PP4) Find appropriate solutions when there is problem	0.848			
	(PP5) Partners are satisfied with the project completion	0.861			

Source: Data Processed., 2025

Measurement Model Evaluation

The Outer Model testing phase aims to assess the extent to which the measurement instruments employed in the study are valid and reliable. The evaluation is conducted by examining the correlations within the outer model to measure the validity and reliability.

As demonstrated in Table 1, the Outer Loading analysis confirms that all measurement items met the indicator reliability threshold which is >0.708 (Hair et al., 2019). For the Emotional Intelligence construct, the item EI12 exhibited the strongest loading factor (0.832), reflecting its focus on empathetic understanding of coworkers. Within Organizational Culture, item OC8 achieved the highest loading (0.899), tied to transparent communication among all staff members. For Organizational Commitment, items OM3 and OM6 shared the highest loading (0.942), signifying adaptability and persistence in overcoming challenges. In the Project Performance category, item PP5 recorded the highest loading (0.861), related to stakeholder satisfaction upon project delivery. Reliability assessments further validated the constructs: Cronbach's Alpha coefficients surpassed 0.9, and Composite Reliability scores exceeded 0.8 across all variables (Hair et al., 2019). Notably, Organizational Commitment and Organizational Culture displayed the most robust reliability metrics.

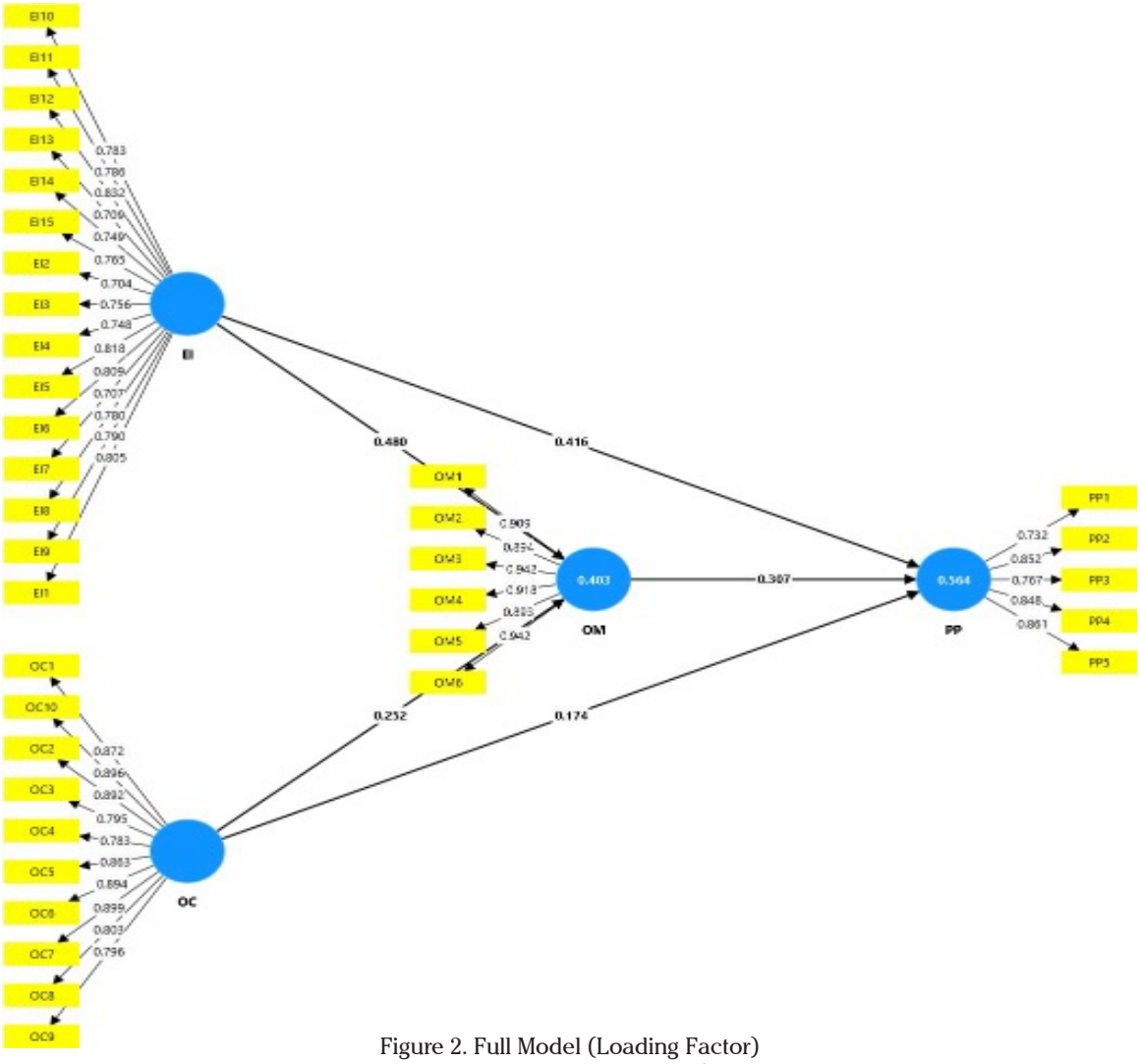

Figure 2. Full Model (Loading Factor)
Source: Data Processed., 2025

Table 2. Result of Convergent Validity According to AVE

Variable	AVE
Emotional Intelligence	0.594
Organizational Culture	0.723
Organizational Commitment	0.841
Project Performance	0.662

Source: Data Processed., 2025

Based on Table 2, all variables show AVE values well above the 0.5 threshold (Hair et al., 2019). These values indicate strong convergent validity within each construct, meaning that the items within each construct are positively correlated and effectively measure the intended construct. The Organizational Commitment variable recorded the highest convergent validity with an AVE of 0.841. These findings suggest that each construct possesses strong reliability and validity, which are critical for ensuring accuracy and consistency. To assess construct validity in this study, the Heterotrait-Monotrait ratio (HTMT) is commonly used, with values below 0.85 generally considered acceptable to confirm construct validity (Hair et al., 2021). However, this threshold may vary depending on the complexity of the model and the characteristics of the data used. Table 3 presents the HTMT values in this study.

The test results presented in Table 3 show that all Heterotrait-Monotrait Ratio (HTMT) values between variables are below the threshold of 0.85 (Hair et al., 2021). This provides support for adequate discriminant validity among the constructs. Accordingly, the constructs in this model are conceptually distinct and can be clearly differentiated from one another. The researcher chose to present only the HTMT results to assess discriminant validity. This decision was made because HTMT has been shown to be more reliable in evaluating discriminant validity compared to other metrics (Hair et al., 2021).

Structural Model Evaluation

To evaluate the structural model, it is included coefficient of determination, collinearity statistics, effect size, and hypothesis testing as presented in Table 4.

Table 4. Coefficient of Determination

	R-square	R-square Adj
Organizational Commitment	0.403	0.396
Project Performance	0.564	0.556

Source: Data Processed., 2025

Table 4 summarizes the coefficient of determination (R^2) findings, illustrating that the study's framework—comprising Emotional Intelligence, Organizational Culture, and Organizational Commitment—accounts for 55.6% of the variance observed in Project Performance ($R^2 = 0.556$) that categorized as a moderate model (Chin et al., 1998). This indicates that approximately 44.4% of the variability in the dependent variable stems from external factors not captured by the model. Conversely, the predictive capacity of the model for Organizational Commitment is more modest, with an R^2 value of 0.396. This implies that 39.6% of fluctuations in Organizational Commitment are explained by the exogenous variables analyzed and it is categorized as a weak model(Chin et al., 1998), while the remaining 60.4% are attributable to other variables outside the scope of this research.

Table 3. Result of Discriminant Validity According to HTMT

	Emotional Intelligence	Organizational Culture	Organizational Commitment
Organizational Culture	0.461		
Organizational Commitment	0.611	0.486	
Project Performance	0.729	0.552	0.693

Source: Data Processed., 2025

Table 5. Result of Collinearity Statistics, Effect Size, and Hypothesis Testing

H	Path	Original Sample (O)	F^2	VIF	T Statistics	P Values	Result
H1	Emotional Intelligence -> Project Performance	0.416	0.241	1.642	5.795	0.000	Supported
H2	Emotional Intelligence -> Organizational Commitment	0.480	0.307	1.256	7.667	0.000	Supported
H3	Organizational Commitment -> Project Performance	0.307	0.129	1.675	4.140	0.000	Supported
H4	Emotional Intelligence -> Organizational Commitment -> Project Performance	0.147	-	-	3.355	0.001	Supported
H5	Organizational Culture -> Project Performance	0.174	0.051	1.363	2.640	0.008	Supported
H6	Organizational Culture -> Organizational Commitment	0.252	0.085	1.256	4.059	0.000	Supported
H7	Organizational Culture -> Organizational Commitment -> Project Performance	0.077	-	-	3.081	0.002	Supported

Source: Data Processed., 2025

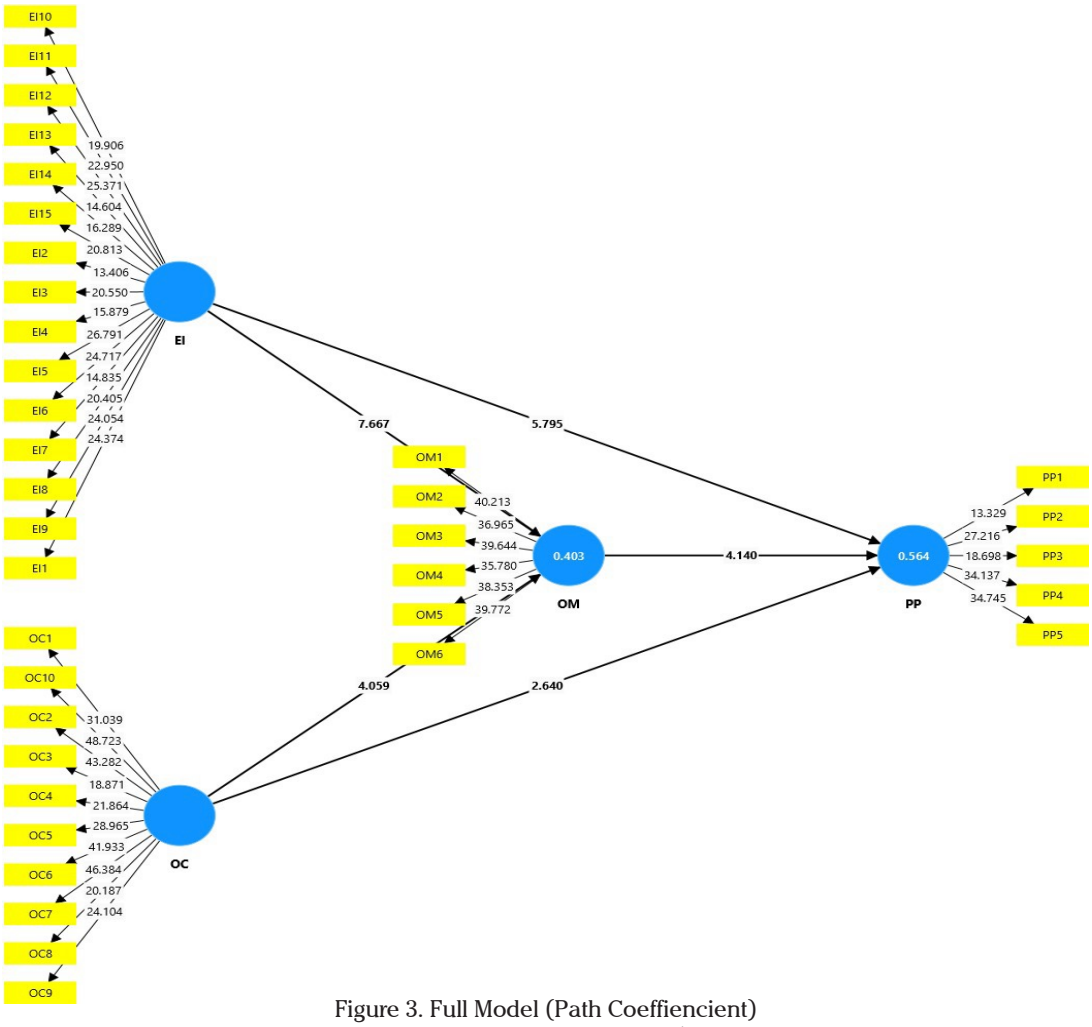

Figure 3. Full Model (Path Coeffiencient)
Source: Data Processed., 2025

As shown in Table 5, the analysis confirms that Hypotheses 1 to 7 (H1–H7) significantly influence the studied variables. H1, testing the effect of Emotional Intelligence on Project Performance, shows a strong impact (f^2 = 0.241, T = 5.795, p = 0.000), supporting the hypothesis. H2, assessing Emotional Intelligence's effect on Organizational Commitment, also shows a robust relationship (f^2 = 0.307, T = 7.667, p = 0.000), supporting the hypothesis. H3, evaluating Organizational Commitment's influence on Project Performance, reveals a moderate effect (f^2 = 0.129, T = 4.140, p = 0.000), thus supported. H4, testing Organizational Commitment's mediating role between Emotional Intelligence and Project Performance, is supported by a significant indirect effect (original sample = 0.147, T = 3.355, p = 0.001). H5, analyzing Organizational Culture's impact on Project Performance, shows a small but significant effect (f^2 = 0.051, T = 2.640, p = 0.008). H6, examining Organizational Culture's influence on Organizational Commitment, shows a moderate effect (f^2 = 0.085, T = 4.059, p = 0.000), supporting the hypothesis. Lastly, H7, testing Organizational Commitment's mediation between Organizational Culture and Project Performance, is supported by a significant effect (original sample = 0.077, T = 3.081, p = 0.002).

The Influence of Emotional Intelligence on Project Performance

The analysis results show that the T-Statistics value for the effect of Emotional Intelligence on Project Performance is 5.795 with a p-value of 0.000, indicating that hypothesis H1 is supported with a positive and significant effect. The theoretical support from Zhang & Hao (2022) and Zhu et al. (2021) explains that emotional intelligence enables project managers to manage emotions and stress, as well as build effective relationships, which are crucial for project success. In line with the highest indicator, EI12 (0.832) in the Emotional Intelligence (EI) variable, it shows that a project manager's ability to demonstrate empathy and understand the emotions of colleagues or clients significantly influences project performance. High empathy allows the project manager to be more responsive to the needs of the team and clients, as well as address conflicts or tensions that arise on-site. Furthermore, the effect of emotional intelligence on project performance also has an f-square value of 0.240, meaning there is a moderate influence of Emotional Intelligence on Project Performance. Thus, it can be understood that emotional factors managed well by project managers can affect project performance. In other words, companies that invest in training to improve Emotional Intelligence among project managers will also enhance project effectiveness. For large infrastructure projects, where multiple divisions and stakeholders are involved, emotional intelligence can help project managers manage higher levels of pressure, reduce tension between stakeholders, and resolve conflicts that may arise due to differing interests. In contrast, for smaller-scale projects, emotional intelligence is still necessary, even though smaller projects may be easier to manage.

However, if a project manager lacks emotional intelligence, the project's success may be hindered. In state-owned construction companies, which often operate under high pressure and significant complexity, high Emotional Intelligence will reduce tension, speed up problem-solving, and improve collaboration among teams, ultimately leading to more successful project completion. Moreover, based on the demographic findings of this study, the majority of respondents are in the age range of 38-43 years (40.96 percent), with more than 3 years of experience, making them more likely to have greater experience in managing large projects, which allows them to manage pressure and apply organizational culture more effectively. Conversely, younger project managers, although potentially quicker to adapt to change, may require more training in managing effective interpersonal relationships. These findings can support strategic steps for companies when delegating projects to project managers to align with age and experience, as it is not only related to skills and hours of experience but also to the mental readiness and emotional intelligence maturity of the individual.

The Influence of Emotional Intelligence on Organizational Commitment

The findings further demonstrate that Emotional Intelligence exerts a statistically significant positive impact on Organizational Commitment (T-statistic = 7.667, p = 0.000), validating Hypothesis H2. This corroborates research by (Alsughayir, 2021), who posits that Emotional Intelligence strengthens employee-organization bonds through deeper emotional engagement, thereby amplifying commitment. With an f^2 value of 0.307, Emotional Intelligence exhibits a moderate effect size on Organizational Commitment, underscoring the need for organizations to prioritize EI development among project managers to bolster their dedication. This insight aligns with the second-highest loading indicator for Emotional Intelligence, EI5 (0.818), which highlights that managers with strong Emotional Intelligence competencies can address challenges constructively during projects. Such capabilities enable them to exercise emotional regulation under pressure while cultivating accountability and loyalty to the organization. By resolving on-site issues efficiently, these managers not only improve project efficiency but also reinforce their commitment to the company, as successful outcomes advance broader organizational objectives.

The Influence of Organizational Commitment on Project Performance

The findings reveal a statistically significant positive relationship between Organizational Commitment and Project Performance (T-statistic = 4.140, p = 0.000), supporting Hypothesis H3. As theorized by Lin et al., (2023) and Morrow et al., (2012), heightened commitment within organizations enhances employee motivation and engagement, which directly contributes to superior project outcomes. This aligns with the strongest indicator of Organizational Commitment, OM3 (loading factor = 0.942), underscoring how a project manager's dedication profoundly impacts the success of their assigned projects. Highly committed managers, driven by loyalty to the organization, prioritize adherence to timelines, budgets, and quality standards, proactively addressing challenges during project execution. However, the relatively low f^2 value (0.129) suggests that while commitment is influential, external variables, such as technical expertise, efficient scheduling, and inter-team collaboration, also significantly shape project success. For example, in state-owned construction firms, achieving optimal performance requires not only strong commitment but also managerial backing and sufficient resource allocation to complement these efforts. The relatively weaker direct effect of organizational culture on project performance observed in this study may stem from the highly standardized and bureaucratic environment of state-owned enterprises, where cultural values and work norms are already formalized and uniformly applied. Such institutional homogeneity limits cultural variance across projects, thereby reducing its explanatory power in predicting performance differences. In this context, individual-level factors such as emotional intelligence become more salient differentiators, as they enable project managers to navigate rigid organizational systems, manage stakeholder expectations, and maintain productivity despite structural constraints.

The Influence of Emotional Intelligence on Project Performance through Organizatinal Commitment

The statistical analysis results show that the relationship between Emotional Intelligence and Project Performance through Organizational Commitment as partial mediation has a significant effect, with a T-Statistics value of 3.355 and a p-value of 0.001, meaning that hypothesis H4 is supported. This is consistent with the research by Naz et al., (2019), which suggests that Emotional Intelligence can enhance organizational commitment, which in turn affects project performance. Furthermore, since H1 is also found to be significant, the role of mediation by organizational commitment is partial. The implication of this partial mediation is that, in some cases, the effect of Emotional Intelligence on Project Performance can occur directly through the effective emotional management by the project

manager. However, in other situations, this effect is more optimal when channeled through strong commitment to the organization. This means that to maximize project performance, companies need to strengthen Emotional Intelligence and focus on enhancing the commitment of project managers. This mechanism illustrates that Emotional Intelligence serves both as a direct behavioral competency and as an underlying psychological resource that fosters attachment and identification with the organization. When project managers feel emotionally aligned with organizational goals, they are more willing to exert discretionary effort and maintain performance under pressure. Therefore, developing Emotional Intelligence without simultaneously cultivating organizational commitment may lead to limited or inconsistent performance gains.

The Influence of Organizational Culture on Project Performance

The analysis results show that Organizational Culture has a significant positive effect on Project Performance with a T-Statistics value of 2.640 and a p-value of 0.008, indicating that hypothesis H5 is supported. The theoretical support from Tan (2019) and Vaidyanathan (2016) states that an organizational culture that supports collaboration and innovation enhances project performance. This aligns with the highest loading indicator of the Organizational Culture variable, OC8 (0.899), which indicates that information transparency and open communication within organizational culture play a crucial role in improving project performance. When the entire project team has equal access to project-related information, the project manager can work more efficiently and reduce the potential errors that could hinder project progress. Additionally, strengthening organizational culture is also necessary, even for smaller-scale projects, so that the project manager's focus shifts from developing employee character to improving project performance. In Indonesia's state-owned construction service companies, large projects involve many stakeholders, a culture that supports communication and collaboration is essential. However, it appears that the organizational culture in the ndonesia's state-owned construction service companies is not yet fully formed, as indicated by the f-square value of 0.051, meaning there is a very weak influence of Organizational Culture on Project Performance. This relatively small effect size suggests that although cultural values and communication standards may be formally stated at the organizational level, their implementation at the project-site level remains inconsistent. In practice, hierarchical structures, bureaucratic procedures, and frequent leadership rotations often result in fragmented communication practices, making it difficult to maintain cultural continuity across project phases. Therefore, the company needs to strengthen its organizational culture to support transparency and collaboration, but also needs to pay attention to other elements of project management to achieve optimal performance. When a project undergoes a project manager reshuffle, the new project manager is faced with a chaotic system left by the previous manager due to weak information sharing and a lack of an open culture, which ultimately hinders the performance of the ongoing project. Addressing this issue requires not only cultural reinforcement initiatives but also institutional mechanisms that ensure knowledge continuity, such as standardized documentation procedures, mandatory project handover protocols, and shared digital communication platforms.

The Influence of Organizational Culture on Organizational Commitment

The analysis results show that Organizational Culture has a significant positive effect on Organizational Commitment with a T-Statistics value of 4.059 and a p-value of 0.000, meaning hypothesis H6 is supported. Research by Rantesalu et al. (2016) and Thi Kim Pham (2022) indicates that an organizational culture that supports open communication and employee development enhances their commitment to the organization. This is in line with the second-highest loading indicator of the Organizational Culture variable, Item OC7 (0.894), which shows that in an effective

organizational culture, each project manager is expected to perform at their best to achieve optimal project performance goals, including completing the project on time and within budget. Project managers are required to collaborate with their teams to enhance the commitment of their subordinates, fostering a stronger sense of attachment or bonding with other employees. Thus, a project manager will be more capable of increasing their commitment, especially in making a maximum contribution to the company.

The Influence of Organizational Culture on Project Performance through Organizatinal Commitment

The analysis further reveals that Organizational Culture positively impacts Project Performance through Organizational Commitment, which acts as a partial mediator (T-statistic = 3.081, p = 0.002), confirming Hypothesis H7. As highlighted by (Jia et al., 2021; Lin et al., 2023), a robust organizational culture strengthens employee dedication, including that of project managers, thereby driving better project outcomes. This partial mediation implies that the influence of organizational culture on performance operates both directly and via enhanced commitment. For organizations, this underscores the need to cultivate a workplace culture that prioritizes employee alignment with institutional values, fostering a more productive environment for achieving project goals. When employees perceive cultural practices as congruent with their personal values, their heightened commitment translates to improved project execution and results. This indicates that organizational culture provides the shared values and behavioral expectations, while commitment determines how strongly employees choose to uphold and enact these values in practice. In settings such as state-owned construction firms, where organizational culture tends to be formalized and uniform, the level of commitment becomes an important differentiator in translating cultural principles into effective project performance. Therefore, strengthening organizational commitment is essential to ensure that cultural norms are not only understood but consistently applied in daily project operations.

MANAGERIAL IMPLICATION

Given the high outer loading values on the indicators EI12 (empathy) and EI5 (problem-solving ability), construction companies should ensure that project managers are trained to improve their emotional intelligence, particularly in managing emotions and resolving issues effectively. To operationalize this, firms should formally institutionalize Emotional Intelligence development as part of core project management capability-building rather than treating it as optional soft-skill training. One concrete strategy is to implement mandatory project-based simulation workshops that focus on empathy, such as project-based simulation workshops that explore interpersonal dynamics and decision-making under pressure. Additionally, state-owned construction companies should embed Emotional Intelligence training into both onboarding and ongoing career progression frameworks, ensuring that the competence develops consistently over time rather than only during early employment stages. In state-owned construction companies, this is particularly important because large projects often involve multiple parties with varying interests. The ability to manage the emotional intelligence will help them to establish healthy and supportive relationships between teams and clients creates a conducive for achieving project goals.

In addition, the highest loading indicators of Organizational Commitment (OM3 and OM6) suggest that project managers' commitment is strongly shaped by their perceived long-term attachment to the organization and a sense of responsibility to remain and contribute. Therefore, managerial strategies should reinforce this long-term psychological bond by ensuring that project managers see clear continuity in their career trajectory within the company. This may include transparent career path planning, rotational project leadership assignments that broaden competence and identity within the organization,

and acknowledgment of tenure-based contributions to reinforce a sense of valued membership. Strengthening commitment in this way ensures that emotional intelligence and organizational culture are not only understood cognitively but also internalized as enduring professional identity, which in turn enhances consistent and sustained project performance.

In terms of organizational culture, with the high outer loading of OC8 related to information transparency, the company must ensure clear and open communication channels among project teams to reduce misunderstandings and enhance collaboration. The larger f-square value of Emotional Intelligence on Organizational Commitment indicates that strengthening emotional intelligence will directly impact organizational commitment, so the company should design programs that integrate organizational values into long-term career development, such as mentorship programs emphasizing alignment between personal and company goals. Furthermore, given the smaller impact of Organizational Culture on project performance, the company must implement more inclusive and adaptive cultural strategies to cope with changing project dynamics. In practical terms, state-owned construction firms should institutionalize transparency practices (e.g., shared project dashboards, standardized reporting protocols, and open review meetings) to ensure consistent communication across project stages. Leaders should also reinforce cultural norms that encourage collaboration and accountability by explicitly linking these behaviors to performance evaluations and promotion criteria. These steps ensure that organizational culture is not merely formalized at the corporate level but is actively practiced on project sites, thereby strengthening the sense of commitment necessary for improved project performance.

To ensure that emotional intelligence training and organizational culture strengthening are effective, it is recommended that the company develop a dedicated monitoring and evaluation system to periodically assess their impact on commitment and project performance. Furthermore, in large-scale projects, an organizational culture that supports collaboration and transparency is crucial to ensure smooth information flow between the teams and stakeholders. Based on the findings, state-owned construction firms should explicitly invest in structured emotional intelligence development programs for project managers, alongside cultural reinforcement practices that emphasize teamwork and accountability. In this regard, leaders need to actively model and consistently communicate organizational values, rather than assuming that formal statements alone are sufficient. In the context of state-owned enterprises, the AKHLAK values should not only be introduced as corporate slogans, but embedded into daily project routines, performance evaluations, and leadership behaviors. When these values are internalized and reinforced through practice, coordination improves, decision-making becomes more consistent, and overall project execution becomes more effective and efficient, leading to higher project success rates.

CONCLUSION

Based on the hypothesis testing results in this study, all hypotheses (H1 to H7) are supported with strong significance, indicating that Emotional Intelligence and Organizational Culture both have a direct positive effect on Project Performance, either directly or through the mediation role of Organizational Commitment. Emotional Intelligence has the strongest influence, both on PP ($f^2 = 0.241$) and Organizational Commitment ($f^2 = 0.307$), with empathy (EI12) and problem-solving ability (EI5) as the key supporting indicators. Organizational Commitment also proves significant in enhancing Project Performance, although its effect is relatively smaller ($f^2 = 0.129$), it plays a crucial role as a mediator in the Emotional Intelligence on Project Performance and Organizational Cultire on Project Performance relationships. Meanwhile, Organizational Culture also directly affects Project Performance ($f^2 = 0.051$) and

through Organizational Commitment (partially), emphasizing the importance of collaborative values and information transparency in creating an organizational culture that supports project performance. Thus, organizational commitment proves to be an essential link that strengthens the impact of Emotional Intelligence and Organizational Culture on the achievement of project success in the context of Indonesia's state-owned construction service industry.

This study contributes theoretically by advancing the understanding of how Emotional Intelligence and Organizational Culture influence project performance within the context of state-owned construction enterprises in Indonesia, which differs from previous studies conducted in Japan, Portugal, India, and South Africa that primarily emphasize private-sector or mixed-sector construction settings (Watanabe et al., 2024; Rodrigues & Matos, 2024; Rahul, 2024; Aghimien & Aigbavboa, 2024). While prior research has demonstrated that Emotional Intelligence supports stress management and interpersonal coordination as mentioned in Khosravi et al. (2020); Montenegro et al. (2021); Zhang & Hao (2022); and Zhu et al. (2021), this study extends the theoretical conversation by identifying Organizational Commitment as a key psychological mechanism that partially mediates the influence of Emotional Intelligence and Organizational Culture on Project Performance. This highlights that project success in highly standardized and bureaucratic environments, such as Indonesia's state-owned construction sector, is not driven solely by emotional capability or cultural norms, but rather by the degree to which project managers internalize organizational values and develop a sustained sense of attachment to the institution. Thus, the study provides a novel theoretical insight by demonstrating that the interaction between individual emotional competencies and institutional cultural structures is activated through organizational commitment, which is a dimension less emphasized in previous Asian studies.

This study has several limitations that should be considered. First, the study was unable to analyze the impact of demographic factors on the relationships between the variables being studied. Therefore, it is recommended that future research include ANOVA or t-tests to identify the demographic influences in greater depth. Furthermore, this study focused solely on the perspective of the project manager, whereas, to gain a comprehensive understanding of project performance, input from other key strategic positions within the organization is necessary. Future studies are expected to involve employees in various project roles to obtain a more holistic view. Additionally, based on the R-square value, which indicates a model with a moderate explanatory power, there is room for further development of this research model to be more comprehensive, particularly in terms of understanding project performance.

Future researchers may consider adding moderating variables such as ethical leadership or institutional support. Lastly, due to limitations in time, effort, and resources, the researcher opted for a cross-sectional study design. However, to capture more complex dynamics in variables such as emotional intelligence, commitment, and culture, a longitudinal study design would be more appropriate. Therefore, future research is encouraged to use a longitudinal design to gain a deeper understanding of phenomena in the construction industry in developing countries. ■

Acknowledgement
We would like to express our deepest gratitude to Dr. Jerry S. Justianto, our supervisor, for his patient guidance and invaluable advice, which have been instrumental in the completion of this research. We also extend our thanks to all those who have provided support, either through their participation or assistance in this study, particularly to the respondents who generously dedicated their time to contribute to this research.

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