

IMPROVING PRODUCTIVITY IN A POOR WORK CULTURE IN THE WORLD OF CONSTRUCTION

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Abstract. A good work environment is a key factor in fostering a positive work culture in the construction industry. According to a study conducted by the Ministry of Public Works and Public Housing (PUPR), approximately 45% of construction workers feel that an uncomfortable work environment contributes to their low productivity (PUPR, 2022). Unsafe work environments, such as lack of protection from extreme weather and inadequate health facilities, can lead to stress and dissatisfaction among workers. For example, a building construction project in Jakarta carried out by PT XYZ experienced delays because workers lacked adequate access to rest areas and proper sanitation. This demonstrates that investing in good facilities can improve worker comfort and productivity. Training and skills development also play a crucial role in fostering a work culture. Data from the National Professional Certification Agency (BNSP) shows that only 30% of construction workers receive adequate training in their field (BNSP, 2023). Lack of training can lead to workers feeling insecure in carrying out their tasks, which in turn can reduce productivity. For example, a building renovation project in Surabaya experienced numerous technical errors due to workers lacking sufficient skills in using heavy equipment. Therefore, construction companies need to invest in ongoing training programs to improve workers' skills and knowledge.

Keywords: *Productivity, employee culture and construction*

1. INTRODUCTION

The construction industry in Indonesia is a sector that significantly contributes to national economic growth. According to data from the Central Statistics Agency (BPS) in 2022, the construction sector contributed approximately 10% to Indonesia's Gross Domestic Product (GDP). Despite its significant potential, this industry often faces various challenges, particularly related to the existing work culture. A negative work culture can hinder productivity, reduce the quality of work results, and increase the risk of workplace accidents. In this context, it is important to understand that a positive work culture is key to improving productivity and efficiency in the field. Work culture in the construction industry encompasses the attitudes, values, norms, and practices adopted by workers and management (Aziz and Hafez 2013). This includes communication styles, leadership styles, and interaction patterns among team members. Research shows that a healthy work culture can increase worker motivation, improve relationships among team members, and ultimately contribute to higher productivity (Hariyasasti and Purwanto n.d.; Yusup and Maulani 2023). Therefore, understanding and improving work culture in the construction industry is a crucial step towards achieving better results. In the context of this research, several questions need to be answered. First, what factors influence employee culture in the construction industry? Some factors that can influence employee culture include the physical environment, leadership, and the reward and punishment systems implemented in the workplace (Loera et al. 2013). An

uncomfortable or dangerous work environment can make workers feel unappreciated, thus reducing their motivation to perform well. Furthermore, poor leadership can create a non-conducive work environment, which negatively impacts productivity (Aziz and Hafez 2013; Nguyen and Watanabe 2017). Second, how does a poor employee culture affect productivity? Research shows that a negative employee culture can lead to increased absenteeism, decreased work quality, and increased workplace accidents. For example, a 2017 study by McKinsey & Company showed that construction projects with a poor employee culture can experience delays of up to 20% and run up to 30% over budget. These findings underscore the importance of paying attention to employee culture in efforts to improve productivity in the construction sector. Low work quality is often a consequence of a poor employee culture (Bamfo-Agyei, Thwala, and Aigbavboa 2022; Barbosa et al. 2017). A study by the National Institute of Building Sciences (NIBS) found that construction projects managed with a poor work culture have higher error rates, which can lead to additional costs and delays (NIBS, 2020). For example, in a bridge construction project in Kalimantan, substandard work resulted in the project having to be redone, costing more than 15% of the total planned cost. This demonstrates that maintaining a good work culture is crucial to ensuring the quality of the final outcome of a construction project. The purpose of this study is to analyze the negative impact of employee culture on productivity in the construction industry and identify solutions to improve employee culture (Kenzo, Widyaningsih, and Kusumo Bintoro 2020; Loera et al. 2013). By analyzing the impact of poor employee culture, it is hoped that it will provide a clear picture of how employee culture affects the final outcome of a construction project. Furthermore, this study aims to identify steps that management can take to improve employee culture, such as training and skills development, implementing incentive systems, and building effective communication between management and workers (Shobe 2018). With these goals, it is hoped that this research will make a meaningful contribution to the development of the construction industry in Indonesia. Given the importance of a good work culture for achieving optimal productivity, the results of this study are expected to serve as a reference for stakeholders in formulating better policies and strategies for managing human resources in the construction sector.

2. METHOD

Several factors influence work culture in the construction industry, including the work environment, leadership and management, and training and development. A comfortable and safe work environment is crucial for creating a positive work culture. According to a 2020 report from the World Economic Forum, companies with a positive work environment can increase employee productivity by up to 25%. Therefore, investing in adequate infrastructure and work facilities is crucial for construction companies. Leadership and management also play a key role in shaping work culture. Leaders who provide clear direction, listen to employee input, and create an inclusive work environment are more successful in building a positive work culture. A 2018 study by Gallup found that teams led by good managers can increase employee engagement by up to 70%, which in turn positively impacts productivity. Training and skills development are also important factors in building a positive work culture. Employees who feel supported in their professional development tend to be more motivated and committed to giving their best in their work. Training and skills development are also crucial factors in building a positive work culture. Employees who feel supported in their professional development tend to be more motivated and committed to their work. According to data from LinkedIn Learning (2021), 94% of employees stated they would stay with a company that invested in their skills development. Therefore, construction companies need to provide relevant and ongoing training for their employees then this

study used a qualitative descriptive approach to understand the factors influencing worker culture in the construction industry. This method was chosen because it allowed researchers to explore the experiences and perspectives of workers and management regarding work culture in construction projects. This approach enabled researchers to collect in-depth and comprehensive data on issues encountered in the field. Interviews were conducted with workers and project managers to gain diverse perspectives on work culture. A total of 30 interviews were conducted at various construction project sites in Indonesia. Questions covered personal experiences, views on the work environment, and suggestions for improvement. Data from these interviews were then analyzed to identify emerging themes. Questionnaires were also used to collect quantitative data from workers. A total of 200 questionnaires were distributed to workers at various construction projects. These questionnaires included questions about job satisfaction, training received, and perceptions of workplace safety. The results provided a broader picture of the state of work culture in the field. Direct observations were conducted at several project sites to understand work dynamics and interactions between workers (Kenzo, Q.A, and Kartini 2025). Researchers recorded behavior, communication, and adherence to safety protocols. These observations provided additional context for the data obtained from the interviews and questionnaires.

3. RESULT AND DISCUSSION

Interviews and questionnaires revealed that approximately 60% of workers were dissatisfied with their working conditions. Many workers complained about a lack of communication between management and workers, as well as a lack of adequate facilities. Furthermore, 70% of respondents indicated they did not receive sufficient training to perform their duties effectively. These findings highlight the urgent need to improve workplace culture in the construction industry. Further analysis revealed that factors such as the work environment, leadership, and training significantly influence workplace culture. An uncomfortable work environment and a lack of management support contribute to worker dissatisfaction. Furthermore, a lack of training and skills development leaves workers feeling unprepared for challenges in the field. This highlights the importance of addressing these factors to create a better workplace culture.

1. Case Study of a Specific Construction Project

A case study of an office building construction project in Jakarta showed that a poor work culture caused project completion delays of up to six months. The study found that a lack of motivation and poor communication between workers and management contributed to this problem. Workers felt unappreciated, so they did not strive to meet set targets.

2. Relevant Data and Statistics

Data from the Indonesian Contractors Association (AKI) shows that construction projects managed with a poor work culture are 30% more likely to experience delays. Furthermore, these projects also tend to experience cost increases of up to 25% due to errors and necessary repairs. These statistics emphasize the importance of a good work culture for maintaining productivity and efficiency in construction projects.

3. Training and Skills Development

One proposed solution to improving work culture is to provide better training and skills development. Construction companies need to invest time and resources in organizing relevant training programs for workers. This will not only improve workers' technical skills but also increase their confidence in carrying out their tasks.

4. Implementing an Incentive System

Implementing an incentive system can also be an effective way to increase employee motivation. By providing rewards or bonuses to employees who achieve certain targets, companies can

encourage them to work harder and more efficiently. A good incentive system can also help create a positive work environment, where employees feel appreciated for their contributions.

5. Building Effective Communication

Establishing effective communication between management and employees is a crucial step in improving work culture. Management needs to create open communication channels where employees can voice their input and concerns. By listening to employees' voices, management can take appropriate action to improve working conditions and increase job satisfaction (Nurhikmat and Azizi 2016; Yulifa et al. 2021).

4. CONCLUSIONS

The findings of this study indicate that poor employee culture in the construction industry significantly impacts productivity, work quality, and occupational health and safety. Factors such as the work environment, leadership, and training significantly influence work culture. The importance of a good work culture for productivity cannot be overstated. Construction companies need to take steps to improve work culture to improve project performance and efficiency. Going forward, it is hoped that the construction industry can adopt better practices in building a positive work culture. This way, the industry can grow and contribute more to economic development in Indonesia.

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