

Leadership Styles of Construction Professionals And Their Preferred Labor System In The Philippine Construction Industry

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Abstract: Worldwide construction industry faces challenges regard to problems associated with leadership and the problem are usually linked with performance of the labor. Leadership plays a vital role in any industry. Therefore, a positive relationship between the management and the employees is very crucial for any organization to get better turnover and recognition. The current study discusses the leadership styles used in the Construction Industry in Philippines. The development of construction industry in Philippines requires suitable leadership approaches of the management. In the condition of such requirement, this research paper has two-fold objectives: first, to study the leadership styles used by the higher-management levels of Filipino construction companies and second, to analyze which labor system preferred by the construction professionals. A survey was designed and carried to assess the objectives of the research. A total of eighty construction professionals were selected for the study. The survey participants were the three working groups of the three construction companies; (1) Owner of the company, (2) construction engineers/architects, (3) worker supervisors. The questionnaire has a total of 18 questions that includes position of the respondents, years of experience, preferred labor system and leadership styles assessment. Confidence level, Mean, and Frequency Distribution used to analyze the results of the respondents.

Keywords: Construction industry; Labor system; Leadership style

1. INTRODUCTION

The construction industry in general is a labor centric industry and we know that construction industry is a most commonly job for the Filipinos. However, in construction industry private or government projects their common goal is to accomplish the projects on time. In today's, one of the major anxiety for any organization is to get better their leadership and productivity, instead of the effective and competent conversion of resources into marketable products and calculate business profitability.

On the second quarter of 2021, Philippine gross domestic product (GDP) posted an 11.8% growth, according to the Philippine Statistics Authority (PSA). The construction industry is one of the main contributors to the growth. The construction industry likewise substantially contributed 69.6 percent to overall capital investments or gross capital formation (GCF) in the country. Construction share to GDP by expenditure is equivalent to 16.6%. Amidst the pandemic, the construction industry placed second with

1.7% points as one of the top contributors to GDP growth for Q2 2021, together with manufacturing which had 3.9 percentage points and wholesale and retail trade with 1.0 percentage points. The share of construction to total employment of 45.075 million as of June 2021, was equivalent to 9.6%. The construction industry continues to provide job opportunities, employing on the average a total of 4.337 million workers. However, the construction industry in Philippines is plagued by cost and time overruns.

Developing countries like Philippines have a significant demand for the leadership in the construction industry, for reasons such as project planning, project performance, project management, job satisfaction, organizational commitment, and efficient communication. Employees' job satisfaction is essential for high-quality work for effective organizational performance. Leadership styles have a great influence on employees' job satisfaction and organizational commitment. Ineffective administration and management are one of the fundamental factors for the low levels of job satisfaction and organizational commitment in the construction industry.

Strong leadership behavior is essential for the proper communication of information between the individual team members in the project. The manager and their leadership skills determine the team communication, and with proper information sharing, the teams' effectiveness increases. In more complex environments and interdependent tasks, proper communication systems and knowledge sharing among team members are vital to maintaining overall organization productivity (Tabassi, Ramli, & Dashti, 2013, p. 48). The leadership behavior practiced by the management can play a crucial part in the relationship with employees, team collaboration, and cohesiveness' in a project environment. Therefore, the implementation of an appropriate leadership style, and managers with excellent leadership qualities can improve an entire organization. Leaders should consider job organizational satisfaction, commitment in employee's order performance, to accomplish and the organizational goals efficiently. The focus of this research study is to examine and analyze the significance of leadership traits in the construction industry in Philippines. The results of the study can be used to make suggestions for the proper implementation of leadership skills in the construction sector in Philippines.

REVIEW OF RELATED LITERATURE AND STUDIES

Leadership has earned the recognition of researchers worldwide. A study of the scholarly articles and research on leadership shows that there is an extensive diversity of different theoretical methods to explain the problems of the leadership process. Leadership has been examined using both qualitative and quantitative methods in many contexts in large organizations. Collectively, the research findings on leadership from this area provide a picture of a process that is far more sophisticated and complex rather than a simplistic view presented in some of the books and studies on leadership. A review of theory will follow a critical assessment and evaluation of the literature selected for this study. In taking this approach, the findings from this study will provide scholarly evidence to support decision making,

thereby connecting the gap between academic research and practice in line with a scholar-practitioner model. A significant amount of research and theories have been developed on the subject of leadership, which has often carried the aim to identify the most suitable leadership style. This section of the literature review is directed towards scholarly articles to determine the leadership practices; its management and its significance in business prospects. Leadership traits, behavioral styles theory, situational leadership theories, and leadership grid have all been discussed to understand and to enhance leadership in the construction industry in Philippines. Two types of leadership styles—transformational and transactional were identified by Burns (1978). Further, Bass (1995) determined one more leadership style—laissez-faire and placed emphasis on these three leadership styles. This 10 study focuses primarily on these three styles. In the middle of the 21st century, it was recognized that specific leadership traits might be useful in some situations, but not in others (Stogdill, 1948). According to transformational and transactional theory, leaders can influence the duties of subordinates (followers) by ensuring that the work done by the followers has significance (Purvanova et al., 2006). This influence can improve job satisfaction and elicit an emotional response of the subordinate to several aspects of his or her job (Kinicki & Kreitner, 2008). Moreover, the literature review also discusses the importance of the organizational commitment of the employees

CONCEPTUAL FRAMEWORK

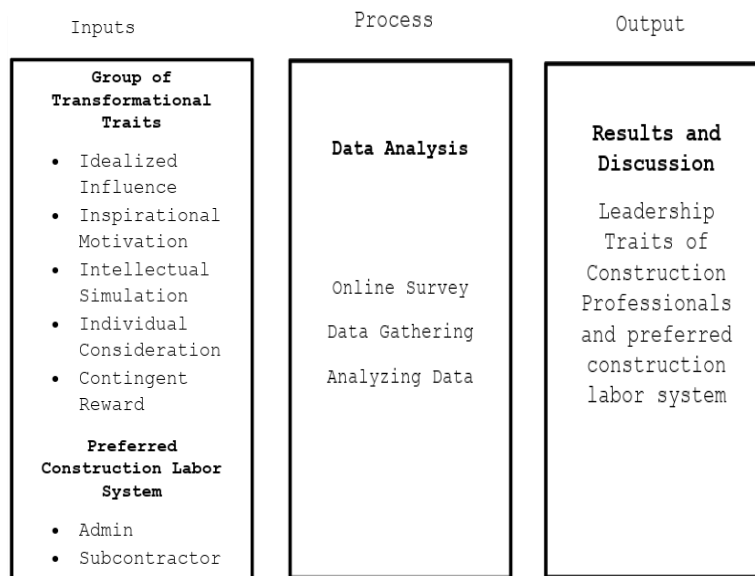


Figure 1. Conceptual Paradigm of Leadership Control

Figure 1 shows the conceptual model of the study on the Leadership between Admin workers and Sub-Contractor workers. The first frame presents the input of the study that includes the group Transformational traits and types of labor system. The second frame presents the process of the study that involves the assessment of list of factors considered for the study, gathering the profile of the

respondents and analyzing the data. The third frame displays the study's findings, which are shown as the traits of construction professionals' leadership styles and their favored system of labor.

STATEMENT OF THE PROBLEM

The construction industry of Philippines has experienced leadership problems in recent times, despite the advancement of the construction companies. An organization should have effective leadership traits to achieve their objectives and to encourage the employees' achievements at an individual level. The growth of the industry has been disrupted due to the inconsistency in leadership as managers lacked the essential leadership styles to lead the organization towards its desired goals. The rate of employee job satisfaction is firmly connected to the accomplishment of the organizational goals. Management with ineffective and detrimental leadership behavior, termed as toxic, destructive, or tyrannical leadership, has an adverse impact, not only on the organization, but also on the well-being of the employees (Chukwura, 2017). The current construction market has significant management issues regarding how to increase the job satisfaction of employees in order to meet the organizational goals. The current diverse workforce is a significant challenge for leaders to manage. The leadership strategies need to be developed to better handle the workforce in order to improve the performance of operations within an organization. Previous research exhibits that leadership styles have distinct control on employees' job satisfaction. However, research involving the relationship between leadership styles, job satisfaction, and organizational commitment is insignificant. The evaluation of the leadership traits in this study is therefore based on most crucial and extensive aspects that are determined from the literature. Specifically, it intended to answer the following question:

1. What is the demographic profile of research respondents in terms of?
 - 1.1 Profession
 - 1.2 Years of Professional Experience
2. What is the preferred construction labor system of the construction professionals?
3. What is the leadership style of different construction professionals?

2. METHODOLOGY

The researchers used the descriptive method in gathering data in determining the "Leadership between subcontractor workers and admin workers". Descriptive Method of Research was used by the researchers because this type of methods describes the nature of phenomenon under investigation after a survey of current trends, practices and condition that relate to that phenomenon. Descriptive studies involve analysis of an extremely broad range of phenomena. Its result was comprehensive presentation and interpretation of statistical tabulations of data yielded by a survey. (Barrientos-Tan, 2006)

The data gathering was conducted in Cabanatuan City and National Capital Region. The researchers chose the localities based on their own interest and also the prevalence of issues that concerns the leadership between subcontractors and admin workers in construction industry.

The researcher employed purposive random sampling. Purposive Sampling technique means choosing the sample with an underlying purpose. The researchers may wish to make particular point and chose sample with her purpose in mind. Through purposive sampling, the researchers got respondents from Cabanatuan City and National Capital Region. The study's respondents are the construction professionals (Contractors, Engineers, Architects, etc.) of Cabanatuan City and National Capital Region

Table 2 presents the total population, sample respondents and the percentage of the five groups of respondents

Classification of Respondents

	N	n
Contractor	10	10
Engineer	33	33
Architect	14	14
Project Manager	20	20
Foreman	3	3
Total	80	80

Table shows the classification of the respondents, as it shown it has 80 respondents, 10 for Contractors, 9 for Engineers, 14 for Architects, 20 for Project Managers and 3 for Foremen.

3. RESULT AND DISCUSION

Table 1 shows the profile of the respondents in terms of Position in the Construction Company. It can be seen from the table that in majority of the respondents are Engineers with 33 or 41.25%, followed by 20 or 25.00% Project Managers, 14 or 17.50% Architects. There are also 10 or 12.50% Contractor respondents and 3 or 3.75% belong to Foremen respondents.

Table 3 Distribution of Respondents According to the Positions in the Construction Company

POSITION	f	%
Contractor	10	12.50%
Engineer	33	41.25%
Architect	14	17.50%
Project Manager	20	20.55%
Foreman	3	3.75%
TOTAL	80	100%

This implies that the respondents are all construction professionals and do understand the importance of cooperating in the study.

Table 4 shows the Years of Construction Experience of the respondents, it is vividly shown that in majority of the respondents belong to 1–5 Years with 34 or 42.50% followed by 11–15 Years with 16 or 20.00% and 6–10 Years with 12 or 15%. There are also 7 or 8.75% belong to 16–20 Years, 6 or 7.50% belong to 21–30 Years, 4 or 5.00% belong to 31–40 Years and 1 or 1.25% belong to 41 Years and above.

Table 4. Distribution of Respondents According to Years of Construction Experience

POSITION	f	%
1–5 years	34	42.50%
6–10 years	12	15.00%
11–15 years	16	20.00%
16–20 years	7	8.75%
21–30 years	6	7.50%
31–40 years	4	5.00%
41 years – above	1	1.25%
TOTAL	80	100%

Work experience is a great way to learn about different leadership in the construction and built environment sectors. We could be shadowing expert carpenters, plumbers, managers, engineers, administrators, surveyors, or others from a variety of onsite and offsite professions, depending on interests.

This study attempted to analyze and describe the leadership between subcontractor and admin workers in construction workplace in order to interpret what traits or leadership style construction professionals should use when leading construction workers. The researchers were able to observe and analyze the target respondents' leadership requirements.

The study used questionnaire checklist to present the profile of the respondents, the leadership scale and through the questionnaire given to the respondents the researchers came up with the result of what leadership trait should be utilized by construction professionals. The descriptive method was used by the researchers, and the respondents were contractors, engineers, architects, project managers, and foremen with extensive construction experience.

Years of Construction Experience in majority of the respondents belong to 1–5 Years with 34 or 42.50% followed by 11–15 Years with 16 or 20.00% and 6–10 Years with 12 or 15%. There are also 7 or 8.75% belong to 16–20 Years, 6 or 7.50% belong to 21–30 Years, 4 or 5.00% belong to 31–40 Years and 1 or 1.25% belong to 41 Years and above. Preferred Labor System in majority of the respondents chose the “admin” system with 53 or 66.25% and subcontractor or “pakyaw” system with 27 or 33.75%.

Classification of the respondents in majority of the respondents are engineers with 33 or 41.25%, followed by 20 or 25.00% project managers, 14 or 17.50% architects, 10 or 12.50% Contractors and 3 or 3.75% foremen. Leadership style, indicates the “Demonstrate a positive attitude towards construction workers” recorded a highest weighted mean of 4.64, the researchers observed that mean response gotten from the construction professionals indicates that a higher percentage are in agreement that they should be demonstrate a positive attitude towards their construction workers. Meanwhile statement with the least mean is the “Maintain open communication with the construction workers” with a mean of 3.55 and verbal interpretation of Agree, followed by “Friendly and Respectful to the construction laborers” with a 3.78 and and verbal interpretation of Agree

4. CONCLUSION

Based from the summary of Findings the following conclusions were offered;

1. Respondents are all construction professionals and do understand the importance of cooperating in the study.
2. Construction professionals prefer Admin Workers when managing the site crews to complete the job.
3. Inspirational Motivation such as
 - 1) Demonstrate a positive attitude towards construction workers, and
 - 2) Expresses in a few simple words what construction workers could and should do, were the most leadership traits used by the different construction professionals.

For the Construction Professionals, It is suggested that construction professionals' leadership will widen the viewpoint in every conflict resolution, give more meticulous attention to each worker's, improves the accuracy of a particular target to satisfy the tasks and competencies of workers, and spread a positivity that every problem faced will undoubtedly be resolved immediately.

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