Leadership In DPWH-Aurora District Engineering Office: Transactional or Transformational

Bihasa, Vivian M.[1], Noveras, Jan-Simon III A.[1], Suril, Rochelle C.[1], Suril, Mark Angelo E.[1], Florencondia, Noel T.[2], Aduna, Jeric R.[2]

[1]*Student, Graduate School, Nueva Ecija University of Science and Technology, Nueva Ecija, Philippines.*

[2]*Adviser, Graduate School, Nueva Ecija University of Science and Technology, Nueva Ecija, Philippines.*

Corresponding Author: vian042003.vb@gmail.com

Abstract: - This study aimed to know whether the leadership styles in the Department of Public Works and Highways were transactional or transformational. This study made use of the descriptive survey. The analyses were based on the responses of the employees in the Department of Public Works and Highway-Aurora District Office. Multifactor Leadership Questionnaire (MLQ-5X) was applied among 112 employees of the DPWH-Aurora District Office. The MLQ-5X includes five transformational scales, three transactional scales, one laissez-faire scale, and three outcome measures in full. Inspirational Motivation is the first scale in the transformational hierarchy. The expression and manifestation of a vision by the leader are essential to this subscale of transformational leadership. As a result, followers are inspired when they have a positive outlook on the future. Idealized Influence (attributed) is the charismatic attribution of a leader. Because of the leaders' admirable qualities (such as their perceived strength and emphasis on higher-order principles and values), followers developed strong emotional bonds with them. The followers' confidence and trust are likely to grow. Idealized influence (behavior) places a strong emphasis on acting in accordance with a group's mission and core principles.

Key Words: *DPWH, Transformational, Transactional, Leadership.*

I. INTRODUCTION

Any construction project's implementation requires strong leadership. To complete complicated projects that include several stakeholders, civil engineers acting as the supervisors of construction workers will need to be in command of the leadership aspects of their work. As the construction industry advances, leadership will become more important for civil engineering and construction professionals for a variety of reasons, including the growing complexity of projects and the necessity for civil engineers to manage teams of varied professions.

Reviewing papers that identified distinct leadership classes revealed numerous approaches to describe leadership. Although it is useless to try to come up with a singular definition of leadership, for the sake of this study, it may be said that leadership is the process of influencing people to achieve a common goal, and a leader is someone who has the power to influence others. Transformative and transactional leadership theories are two of the well-researched leadership theories that have been assessed by the Multifactor Leadership Questionnaire (MLQ).

Accordingly, "the single most studied and disputed idea with the subject of leadership" has been transformational leadership. Although transactional and transformational leadership are conceptually and practically separate, a substantial amount of research has shown that they considerably complement one another and that they both help individuals, groups, and organizations perform at greater levels.

The original definition of transformational leadership stated that it occurs when leaders broaden and elevate the interests of their team members, create awareness and acceptance of the

goals and mission of the organization, and inspire their team members to look beyond their own self-interest for the benefit of the whole. Particularly, charisma and a shared vision between leaders and their followers are signs of transformative leadership. Although charisma is a separate concept from the idea of charismatic leadership, it is nonetheless a key component of transformational leadership.

Thus, idealized influence, inspirational motivation, intellectual stimulation, and individual consideration are the four dimensions of transformative leadership. Together, these four factors help leaders become transformational characters. Idealized Influence is the quality of a leader who acts in accordance with stated ethics, ideals, and values, which makes followers identify with the leader. Idealized Influence is often referred to as charismatic leadership. Leaders display idealized influence through their traits and actions. Idealized influence attributes describe how followers view the qualities that are assigned to a leader.

In light of this, it clarifies a leader who serves as an excellent role model and is loved, appreciated, and trusted by his or her followers. The perceptions of followers toward the leaders' obvious behavior, on the other hand, are referred to as Idealized Influence Behaviors. It describes a leader who can be relied upon and exhibits strong moral and ethical convictions as well as viewpoints. Instead of criticizing followers when they disagree with their ideas, these leaders encourage and excite them to be innovative in coming up with fresh approaches to conquering challenges that stand in the way of the mission.

Individualized attention is the act of a leader acting as a mentor or coach to a follower while taking into account the specific needs of each follower. Leaders who possess this quality pay attention to the problems of their followers and respect and value each one's contribution to the team. Inspirational motivation gauges how well a leader can inspire and appeal to the followers with their goals. These leaders convey enthusiasm and optimism about long-term objectives, provide context for the activities at hand, and make appropriate use of pictures and symbols to aid followers in focusing on their tasks.

Exchanges between leaders and followers are referred to as transactional leadership. In accordance with a written contract between the leader and the employees, transactional leaders define the duties and requirements of their followers' tasks and offer rewards for meeting them. This style of leadership focuses on extrinsic rewards like monetary incentives and promotions, reduces workplace stress, stays safe, and prioritizes productivity. Transactional leaders "are not aiming to change the future, they are looking to merely keep things the same," in contrast to transformational leaders.

The first element of transactional leadership is the dependent reward, which demonstrates how much the leader develops expectations and rewards in exchange for subordinates' successful performance and achievement of desired goals. The most significant transactional behavior is contingent reward, according to a study of building experts who were in charge of the design, construction, and upkeep of buildings Active management by exception is the second aspect of transactional leadership. A leader who practices active management by exception keeps an eye on each subordinate's performance and takes appropriate remedial action to stop mistakes and bad behavior before they happen.

II. FRAMEWORK

The most widely used tool for evaluating both transformational and transactional leadership behavior is the Multifactor Leadership Questionnaire (MLQ-5X). It has been successfully used by researchers and practitioners worldwide and has been translated into other languages.

The MLQ-5X includes five transformational scales, three transactional scales, one laissez-faire scale, and three outcome measures in full. Inspirational Motivation is the first scale in the transformational hierarchy. The expression and manifestation of a vision by the leader are essential to this subscale of transformational leadership. As a result, followers are inspired when they have a positive outlook on the future. Idealized Influence (attributed) is the charismatic attribution of a leader. Because of the leaders' admirable qualities (such as their perceived strength and emphasis on higher-order principles and values), followers developed strong emotional bonds with them. The followers' confidence and trust are likely to grow. Idealized influence (behavior) places a strong emphasis on acting in accordance with a group's mission and core principles. Next, intellectual stimulation involves questioning followers' views and their analyses of the issues they encounter and the solutions they come up with. Consideration of followers' specific needs and the development of their personal capabilities is referred to as "individualized consideration." On the transactional leadership scale, the contingent reward is a style of leadership in which the leader concentrates on well-defined goals while rewarding followers (materially or psychologically) when these tasks are completed.

In Active Management-by-Exception, the leader actively monitors and looks for departures from the norms and standards

in order to prevent these deviations; corrective actions are then performed if needed. In Management-by-Exception, on the other hand, passive intervening only happens when faults have been found or when standards have not been followed. Laissez-Faire, which is essentially described as the absence of leadership, is an even more passive strategy. Laissez-faire is thus used to contrast less active forms of transformational and transactional leadership strategies with non-leadership.

Following Extra Effort, Effectiveness, and Satisfaction with the Leader are the three outcome criteria that are covered in the MLQ. These scales work together to provide the Full Range of Leadership, a thorough model. The Full Range of Leadership Development Program (FRLD) has additionally demonstrated its efficacy. The FRLD helps leaders in both for-profit and nonprofit companies improve their leadership abilities and successfully implement the transformational-transactional leadership paradigm. It's crucial to note that the Full Range model provides a range of leadership philosophies for numerous circumstances. Numerous meta-analyses have verified their usefulness. The Full Range concept is distinctive in the field of leadership as a result.

III. METHODOLOGY

This study aimed to know whether the leadership styles in the Department of Public Works and Highways were transactional or transformational. This study made use of the descriptive survey. The analyses were based on the responses of the employees in the Department of Public Works and Highway-Aurora District Office.

There was about 112 total population of employees in the office which were as follows:

Table.1. Distribution of Respondents

Employees	Respondents
Engineers	38
Appointive	12
Contractual/Regular-Casual	9
Job-Order	15
Others	38
Total	112

The following verbal interpretations will be used in this study for the distribution:

Weight	Interval	Interpretations
4	3.25-4.00	Strongly Agree
3	2.50-3.24	Adequately Agree
2	1.75-2.49	Moderately Agree
1	1.00-1.74	Disagree

IV. RESULTS AND DISCUSSIONS

Transformational leadership is thought to engage individuals without the use of authority and to stress establishing the shared interests of managers and employees. It entails individual consideration, intellectual stimulation, inspirational motivation, and idealized influence. On the other side, poor safety leadership has been linked to passive or avoidant leadership.

Although situational leadership research and contingency leadership theory suggest that the components and effects of leadership practices depend on contextual factors, transformational and passive/avoidant leadership styles have generally been found to be influential for the level of occupational safety. For instance, the characteristics of transformative and avoidant/passive leadership fluctuate depending on the industry and position in the hierarchy. A deeper grasp of how current results in leadership research may be used in actual management work can be produced by context-specific knowledge about how transformational and passive/avoidant leadership is executed by managers in the construction sector. Additionally, it appears that managerial leadership practices vary depending on the cultural environment of a country. Low occupational accident rates may show how effective safety leadership can improve construction site safety when examining how transformative and passive/avoidant leadership is applied by managers in the construction industry.

Table.2. Results

Transformational	WM	VI
Inspirational Motivation	2.47	Moderately Agree
Idealized Influence attributed	2.42	Moderately Agree
Idealized Influence behavior	2.37	Moderately Agree
Intellectual Stimulation	2.35	Moderately Agree
Individualized Consideration	2.27	Moderately Agree
Overall Mean	2.38	Moderately Agree

Transactional	WM	VI
Contingent Reward	3.38	Strongly Agree
Active Management-by-Exception	2.50	Adequately Agree
Management-by-Exception passive	3.25	Strongly Agree
Laissez-Faire	3.31	Strongly Agree
Overall Mean	3.11	Adequately Agree
Dependent Measures	**WM**	**VI**
Extra Effort	2.50	Adequately Agree
Extra Effort	3.19	Adequately Agree
Satisfaction	2.37	Moderately Agree
Overall Mean	2.69	Adequately Agree

In the construction sector, construction site managers play crucial duties. These managers work in intermediate management roles that straddle organizational boundaries and must coordinate a large number of interdependent employees, vendors, and outside organizations. Construction site managers consistently practice leadership at both the operational and strategic levels. Some researchers came to the conclusion that key performance indicators in construction projects were more strongly correlated with site managers' individual leadership skills than with factors like building type, complexity/size, and project duration. Additionally, research has shown that construction site managers' transformational leadership styles appear to have an impact on the safety performance of the site in terms of occupational injuries, employee safety-related behavior, and the general climate of safety. Additionally, research appears that construction site managers' avoidant or passive leadership styles are detrimental to the environment's safety.

Based on employees' overall evaluations of perceived leadership behaviors gathered through questionnaires, the division of behaviors under leadership into transformational and passive/avoidant behaviors is essentially theoretical. It has been stated that in order to create coherent behavioral leadership theories and to re-establish contact with managerial leadership's actual practices, transformational leadership

research needs to start over. It has shown that workplace health and safety and transformative leadership practices are not always compatible. More clarification is required regarding the real makeup of passive/avoidant and transformational leadership behaviors. It's possible that the broad metrics provided to us by surveys fall short of fully identifying the more subtle facets of transformational leadership. More specialized study techniques might be necessary to fully comprehend the complexities of transformative leadership. To deepen our understanding of how leadership practices are formed, independent third-party observational research methods have been recommended. These methods do not rely on the perhaps skewed subjective judgments of workers. A viable path to a more thorough knowledge of tangible and precise real-life leadership behaviors is through context-specific, empirical descriptions of typical manager-employee interactions. By carefully examining and characterizing the real behavioral content of fundamental managerial leadership practices, or by revealing what managers actually do, this study makes a significant contribution to these efforts. Additionally, we aim to advance knowledge of how observed leadership behaviors affect safety performance in the construction sector by correlating employee ratings of construction site safety with third-party observations of site managers.

This study added to both theory and practice. This study demonstrated the prevalence of transactional leadership behavior. It is understood that the impact of transactional leadership styles in the construction industry has not yet been researched. In this study, transactional leadership was found to have a favorable impact despite there being only limited prior research on the topic. The results of this study's data were initially interpreted as transactional leadership behaviors, in which workers were encouraged to contribute ideas to the organization by receiving rewards for doing so. The potential of transactional leadership in various circumstances has received a lot of attention from researchers. As a result, transactional leadership styles may prove to be a great way to inspire employees by giving them appropriate or fair rewards as well as clear instructions for pursuing or attaining goals, at least in a few different circumstances.

This study's contribution to the literature on transactional leadership through knowledge management is important for understanding leadership philosophies. Goals and successes become the two things that leaders who practice transactional leadership prioritize, showing their followers that they are committed to them by showing them gratitude and hope. Transactional leadership conduct, as noted in the literature, is

mostly used in organizations, as seen in the manufacturing, telecommunications, and software industries. The goals that the organization wants to accomplish are linked to the pledges that the leaders make to their team members. Receiving awards, bonuses, and commissions frequently represents the appreciation that leaders exhibit for the work that their people do. A knowledge management environment is designed to foster innovation in a company in addition to the reciprocity that exists between leaders and their subordinates.

V. CONCLUSIONS AND RECOMMENDATIONS

It has been stated that in order to create coherent behavioral leadership theories and to re-establish contact with managerial leadership's actual practices, transformational leadership research needs to start over. By carefully examining and characterizing the real behavioral content of fundamental leadership practices, or by revealing what managers actually do, this study makes a significant contribution to these efforts. Additionally, we have made it clear how the observed leadership behaviors may affect a crucial organizational result like occupational safety. The findings of this study offer descriptions of distinct leadership behaviors that can be applied in daily managing tasks and are relevant to safety outcomes. Describing the safety leadership tactics site managers at construction sites can use, this result advances the practice of safety leadership.

Construction site safety was positively correlated with the proportion of observed transformational leadership implemented by the site managers and adversely correlated with passive/avoidant leadership. This conclusion shows that in order to improve safety performance, the majority of leadership behaviors—active transactional leadership—should be combined with a high proportion of transformational behaviors and a low proportion of passive/avoidant behaviors.

The method for measuring safety leadership provided by this study could be useful for practitioners looking to assess or enhance safety leadership skills among managers or other leaders in the construction industry, as well as perhaps in other occupational sectors. In an effort to deepen our understanding of leadership and its impacts on organizational results, we propose that this technique of measuring leadership be used in future studies, evaluated in different contexts, and related to other outcomes.

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