

# Effective Contingent Leadership Style in REBCOR Construction – Cabanatuan City: A Case Study

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**Abstract**— This case study investigates the leadership styles employed at REBCOR Construction in Cabanatuan City and their effectiveness in addressing operational and workforce needs. Specifically, it explores how employees perceive these leadership styles, their preferred approaches, and the impact on personal growth, professional development, and workplace performance. Utilizing a structured questionnaire distributed to 21 employees, the study examines leadership effectiveness through the lens of contingency theories and its influence on employee satisfaction and performance. Findings reveal that task-oriented leadership dominates within REBCOR Construction, ensuring operational efficiency. However, a preference for more participative and relation-oriented leadership among employees highlights the need for a balanced approach. The study identifies a positive correlation between leadership styles and employee performance, emphasizing the importance of feedback, recognition, and opportunities for growth. The research concludes that while the current leadership style is effective in achieving organizational goals, incorporating relation-oriented practices would enhance employee satisfaction and professional development. Recommendations include leadership training programs focused on participatory approaches, feedback systems, and initiatives to foster a supportive work environment. These measures aim to create a more adaptive and empowering leadership culture, benefiting both employees and organizational success.

**Index Terms**— Leadership styles, contingency theories, REBCOR Construction, employee satisfaction, professional development, task-oriented leadership, participative leadership.

## 1. Introduction

This study examines the Effective Contingent Leadership Style in REBCOR Construction, Cabanatuan City, using a case study approach to assess its impact on employee performance and development during organizational operations. Using descriptive research design and a quantitative methodology, data were gathered from REBCOR employees through organized questionnaires. The study evaluates leadership styles based on Contingency Theories of Leadership, including the

Fiedler Model, Situational Leadership Theory, Path-Goal Theory, and Leader-Member Exchange Theory.

The research focuses on identifying the prevalent leadership styles of immediate supervisors, employees' preferred styles, and their effects on workers' personal and professional growth. Findings reveal the dominant leadership styles at REBCOR Construction and their alignment with employee maturity levels, task demands, and organizational goals. Results indicate that an adaptable leadership style—balancing task orientation and relational approaches—enhances worker motivation, productivity, and satisfaction.

This study contributes to a deeper understanding of effective leadership strategies within the construction sector, particularly in dynamic and challenging environments. Recommendations are provided for optimizing leadership practices to foster employee development and improve organizational outcomes.

### A. Background of the Study

Leadership is the key to success of organizations, especially in industries like construction, where effective management and decision-making are essential for project completion, employee performance, and organizational development. Leadership styles, particularly those based on contingency theories, play a significant role in addressing the dynamic and complex nature of workplaces. Contingency leadership theories emphasize that there is no single best leadership style; instead, effective leadership depends on the situation, the leader's ability to adapt, and the needs of the employees.

The construction industry requires leaders who can navigate challenges, motivate employees, and ensure productivity. REBCOR Construction, a company based in Cabanatuan City, provides an ideal setting to explore the effectiveness of contingent leadership styles.

The study aims to assess the leadership styles utilized by REBCOR Construction's supervisors, as well as the preferences and perceptions of employees regarding these leadership approaches. The alignment between leadership styles and employee needs, this research seeks to identify strategies that enhance personal and professional development, ultimately improving organizational effectiveness.

This case study will provide valuable insights into the role of leadership styles in the construction industry, offering recommendations for fostering a more productive and motivated workforce at REBCOR Construction. The findings may also serve as a reference for other construction companies facing similar leadership challenges, promoting adaptive and effective leadership practices across the sector.

### *B. Statement of the Problem*

This study aims to assess the effectiveness of contingent leadership styles in REBCOR Construction – Cabanatuan City. It investigates how leadership strategies utilized by immediate heads and supervisors influence employee performance, satisfaction, and professional growth. The study also goal is to identify which leadership styles are most effective from the perspective of employees and whether these leadership approaches align with the organization's goals.

Specifically, the study aims to answer the following questions:

1. What are the leadership styles employed by immediate heads and supervisors at REBCOR Construction – Cabanatuan City?
2. How do employees perceive the leadership styles of their immediate heads and supervisors?
3. Which leadership style do employees prefer in terms of enhancing their personal and professional growth?
4. Is there a relationship between the leadership style of supervisors and the employees' performance and satisfaction?
5. How effective are the leadership styles of immediate heads and supervisors in addressing the organization's operational and workforce needs?

### *C. Research Objectives*

The primary aim of this study is to assess the effectiveness of contingent leadership styles in REBCOR Construction – Cabanatuan City. Specifically, the study seeks to:

- Identify the leadership styles practiced by immediate heads and supervisors at REBCOR Construction – Cabanatuan City.
- Examine the perceptions of employees regarding the leadership styles of their immediate supervisors.

- Analyze the impact of leadership styles on employees' job performance and satisfaction.

Provide recommendations for improving leadership practices to enhance employee development and organizational effectiveness.

## **2. Review Of Related Literature**

### *A. Leadership Styles in Organizational Contexts*

Leadership has the biggest part in the overall performance of organizations, as it directly influences employee motivation, productivity, and job satisfaction. According to Northouse (2018), leadership is often defined as a process where an individual influences a group of individuals to achieve a common goal. Various leadership styles have been identified, each with its unique approach to managing teams and improving organizational performance. Among these, contingent or situational leadership models emphasize the need for leaders to adapt their style according to the specific circumstances and the readiness of their followers (Hersey & Blanchard, 1988).

### *B. Contingency Theories of Leadership*

Leadership is important for organizational success, particularly in industries requiring high levels of coordination and performance, such as construction. Florencondia et al. (2022) investigated the leadership styles employed by engineering managers in the government construction agency, specifically focusing on the National Irrigation Administration-UPRIIS Division V. Their study explored four contingency theories of leadership: Fiedler's Contingency Model, Situational Leadership Theory, Path-Goal Theory, and Leader-Member Exchange (LMX) Theory. These theories emphasize the adaptability of leadership approaches to varying circumstances, employee characteristics, and organizational goals.

The research employed a comprehensive questionnaire with 40 items, similar to the method utilized in this study. The findings of Florencondia et al. underscored that leadership style effectiveness is deeply tied to the maturity level of the workforce and the specific leadership strategies employed by immediate leaders. The study highlighted that contextual factor such as workplace environment, current events, work arrangements, and employee well-being significantly influence the success of leadership styles.

For REBCOR Construction, these insights are particularly relevant, as the findings of Florencondia et al. align with the notion that leadership styles should be tailored to the operational and workforce needs of the organization. The integration of task-oriented and relation-oriented approaches, as observed in this study, mirrors the dual focus on operational efficiency and employee satisfaction advocated by Florencondia et al. Furthermore, the emphasis on adaptability and effective communication aligns with the preference of

REBCOR employees for participative leadership, which fosters engagement and professional growth.

Another widely studied contingency theory is the Situational Leadership Theory (SLT) developed by Hersey and Blanchard (1988). This theory asserts that leaders should adjust their approach based on the maturity level of their employees, which is defined as their ability and willingness to perform a particular task. The four leadership styles in SLT—telling, selling, participating, and delegating—are designed to accommodate varying levels of employee readiness (Hersey & Blanchard, 1988).

The Path-Goal Theory, developed by House (1971), is another key contingency theory that focuses on how leaders can motivate their subordinates by clarifying the path to achieving goals. This theory identifies four leadership styles: directive, supportive, participative, and achievement-oriented. Each of these styles is designed to address different follower needs and environmental factors, with the goal of enhancing employee performance and satisfaction (House, 1971).

### C. Leadership Styles in the Construction Industry

Leadership styles have a significant impact in the construction industry, where teams must often work under tight deadlines and in dynamic, sometimes hazardous environments. In this context, effective leadership is essential for ensuring safety, maintaining morale, and meeting project goals. According to a study by Sweis et al. (2019), the construction industry's dynamic nature requires leaders who can adapt to ever-changing circumstances and manage teams effectively. Leaders who adopt a flexible and situational approach tend to improve team performance and problem-solving capabilities, especially when they are able to motivate employees in response to environmental challenges.

In the construction sector, task-oriented leadership styles, such as those described in Fiedler's model, are often found to be effective in managing structured tasks and ensuring that work progresses according to plan. However, a relationship-oriented approach, which focuses on team dynamics and emotional support, is also critical for fostering positive working relationships and ensuring worker satisfaction (Gillespie & Vandenberg, 2008). This dual approach is especially relevant in environments like construction, where teamwork, collaboration, and communication are essential for success.

### D. Impact of Leadership on Employee Development

Effective leadership is instrumental in fostering employee development and growth. Transformational leadership, a style focused on inspiring and motivating followers to exceed expectations, has been shown to improve employee engagement and professional development (Bass & Avolio, 1994). Leaders who exhibit transformational qualities such as vision, inspiration, and individualized consideration can significantly enhance employees' skills and capabilities, leading

to improved performance and career advancement opportunities (Avolio, 2011).

Studies have demonstrated that the leadership style adopted by immediate supervisors can influence not just task performance but also personal and professional development. For example, supportive leadership, characterized by concern for employees' well-being, has been linked to higher job satisfaction and improved work-life balance, which are crucial factors for long-term employee retention and growth (Kelloway & Barling, 2000).

In the context of REBCOR Construction, which operates in Cabanatuan City, understanding how different leadership styles impact employee development is crucial. Construction workers' skills and capabilities can be significantly enhanced when leadership is tailored to their needs and the demands of the specific tasks at hand.

### E. Women in Leadership: Breaking Stereotypes in Male-Dominated Organizations

Florencondia et al. (2022) examined the challenges and opportunities faced by women in leadership roles within the National Irrigation Administration - Upper Pampanga River Integrated Irrigation Systems (NIA-UPRIIS) Head Office. The study highlights the evolving workplace dynamics where women are increasingly asserting their presence in leadership, even in traditionally male-dominated industries like construction and irrigation management.

The study also reflects on the importance of creating an inclusive and supportive work environment. Women's ability to balance their professional responsibilities while challenging gender norms is pivotal to fostering gender equity in leadership. Florencondia et al. conclude that empowering women in leadership not only contributes to organizational success but also sets a precedent for broader societal change, encouraging more women to pursue leadership roles in both public and private sectors.

### F. Leadership in REBCOR Construction

While there is a body of research on leadership in the construction industry, few studies have specifically examined the practices at REBCOR Construction in Cabanatuan City. This research aims to fill this gap by exploring how contingent leadership styles are employed by supervisors at REBCOR and assessing their effectiveness in enhancing employee performance and development.

## 3. Scope and Limitation of the Study

This study is limited to assessing the effectiveness of leadership styles at REBCOR Construction, located in Cabanatuan City. The research will focus solely on the leadership styles practiced by immediate supervisors and their impact on employee performance, satisfaction, and development within the organization. The study will involve employees from various

departments within REBCOR Construction, including operations, administration, and project management.

The study will only consider employees and supervisors currently working at REBCOR Construction in Cabanatuan City. Therefore, the findings may not be generalized to other companies or industries, as the leadership practices and organizational culture at REBCOR may differ from those in other construction firms or locations. The research is confined to a cross-sectional analysis, meaning it will not account for long-term shifts in leadership effectiveness or employee development over extended periods.

This research will exclude factors that are not directly related to leadership styles, such as external economic influences or broader industry trends. The study will also focus on contingent leadership theories, such as Fiedler's Contingency Model, Situational Leadership Theory, and Path-Goal Theory, and will not explore other leadership frameworks or broader organizational dynamics. Moreover, the study will not include any analysis of leadership outside the context of immediate supervisors and will not examine the leadership style of top-level executives.

#### 4. Methodology

This study aims to assess the effectiveness of contingent leadership styles at REBCOR Construction in Cabanatuan City through a case study approach. The research methodology is designed to collect data regarding the leadership styles of immediate supervisors and their impact on employee performance, satisfaction, and development. The primary instrument for data collection will be a structured questionnaire distributed to employees of REBCOR Construction. The details of the research methodology are outlined below:

##### A. Research Design

This study uses a descriptive research design to explore and describe the leadership styles practiced at REBCOR Construction and their effects on employees. The research focuses on the relationship between the leadership style (based on contingency theories) and the professional growth, performance, and satisfaction of employees. A case study approach is appropriate as it allows an in-depth examination of the leadership dynamics within a single company, REBCOR Construction, located in Cabanatuan City.

##### B. Population and Sampling

The target population for this study includes all employees of REBCOR Construction, Cabanatuan City, who have direct interactions with immediate supervisors. A simple random sampling technique will be used to select a sample of 20 employees from various departments within the company. This sampling method ensures that every employee has an equal chance of being selected, minimizing bias and enhancing the generalizability of the findings within the scope of the company.

##### C. Data Collection Instrument

The primary data collection instrument will be a structured questionnaire (40 questions) designed based on the contingency theories of leadership. The questionnaire aims to capture the following dimensions:

##### D. Demographic Information:

Questions 1-3 gather personal and professional details, such as age, years of experience, and employment status.

Leadership Style Based on Contingency Theories: Questions 4-10 assess the leadership style of immediate supervisors using the models of task-oriented versus relation-oriented leadership, along with the four leadership approaches (Telling, Selling, Participating, Delegating).

Characteristics of an Effective Leader: Questions 14-25 examine employee perceptions of their supervisors' leadership characteristics, including communication, inspiration, decision-making, and overall leadership effectiveness.

Effects of Leadership Style: Questions 26-40 focus on how the leadership style influences personal growth, skill development, motivation, work culture, and employee satisfaction.

Each of the 40 questions is designed to be answered on a Likert scale (e.g., Yes, No, Sometimes) or using multiple choice, allowing for easy quantification and analysis of responses.

##### E. Data Collection Procedure

The data collection process will follow these steps:

Survey Distribution: The questionnaire will be distributed to the selected employees either through email or printed forms, depending on the preference of the participants. An explanation of the purpose of the study and assurance of confidentiality will be included with the survey.

Confidentiality: Participants will be informed that their responses will be kept confidential and will only be used for research purposes. Their participation is voluntary, and they can withdraw at any time without consequence.

##### F. Data Analysis

The collected data will be analyzed using descriptive statistics to summarize the responses and identify patterns. Key methods for analysis will include:

Frequency Distribution: To examine how often particular leadership styles or characteristics are observed.

Percentage Analysis: To determine the proportion of employees who rate specific leadership behaviors or experiences as effective.

Comparison of Preferences: To compare employees' preferred leadership style versus the style practiced by their supervisors, identifying any gaps.

The study is based on self-reported data, which may be subject to biases such as social desirability or over-reporting of positive behaviors.

The sample size is limited to 20 employees, which may not fully represent the diversity of experiences within the company.

The study is conducted only at REBCOR Construction in Cabanatuan City, which may limit the generalizability of the findings to other companies or locations.

**G. Ethical Considerations**

This study will adhere to ethical standards in research. The participants will be informed of the study's purpose, and their consent will be obtained before participation. They will be assured that their responses are confidential and used only for academic purposes. The researchers will also ensure that no participant is harmed or disadvantaged by their involvement in the study.

**5. Results and discussion**

**A. Participants' Demographic Profile**

This section provides an overview of the participants' characteristics to contextualize the findings. The information collected in the demographic section of your questionnaire (e.g., age, years of experience, employment status) can be summarized here.

What is your age?  
21 responses

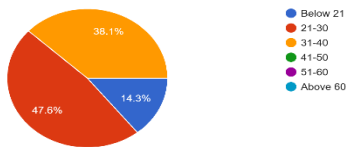


Fig.1.

**Age Distribution (Figure 1)**

- Below 21: 3 respondents (14.29%)
- 21–30: 10 respondents (47.62%)
- 31–40: 8 respondents (38.10%)
- 41–50, 51–60, Above 60: 0 respondents (0%)

The workforce is primarily composed of younger employees, with nearly half (47.62%) in the 21–30 age group and an additional 38.10% in the 31–40 range. This suggests that leadership strategies at REBCOR may need to cater to a relatively younger workforce.

How long have you been working at REBCOR Construction?  
21 responses

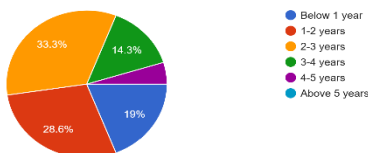


Fig.2.

**Length of Service at REBCOR Construction (Figure 2)**

- Below 1 year: 4 respondents (19.05%)
- 1–2 years: 6 respondents (28.57%)
- 2–3 years: 7 respondents (33.33%)
- 3–4 years: 3 respondents (14.29%)

- 4–5 years: 1 respondent (4.76%)
- Above 5 years: 0 respondents (0%)

Most employees (61.90%) have worked at REBCOR for 1–3 years, indicating a moderately experienced workforce. Leadership interventions focusing on professional development could be beneficial for this group.

What is your current employment status?  
21 responses

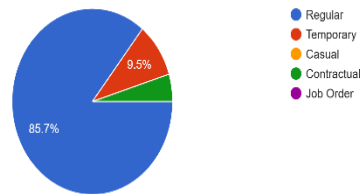


Fig.3.

**Employment Status (Figure 3)**

- Regular: 18 respondents (85.71%)
- Temporary: 2 respondents (9.52%)
- Casual: 1 respondent (4.76%)
- Contractual and Job Order: 0 respondents (0%)

The majority of respondents (85.71%) are regular employees, emphasizing the stability of the workforce. Leadership strategies should focus on sustaining engagement among these long-term workers.

**B. Leadership Style Based on Contingency Theories**

What do you think is the leadership style of your immediate supervisor?  
21 responses

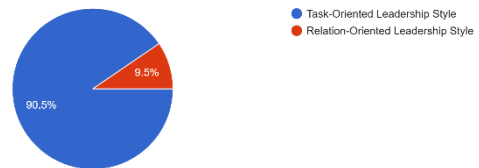


Fig.4.

**Perceived Leadership Style of Supervisors (Figure 4)**

- Task-Oriented Leadership Style: 19 respondents (90.48%)
- Relation-Oriented Leadership Style: 2 respondents (9.52%)

A dominant preference for task-oriented leadership (90.48%) suggests that supervisors emphasize achieving goals and meeting deadlines. However, it may be worth exploring if a balance with relation-oriented leadership could enhance team cohesion and morale.

Which of the two leadership styles do you prefer?  
21 responses

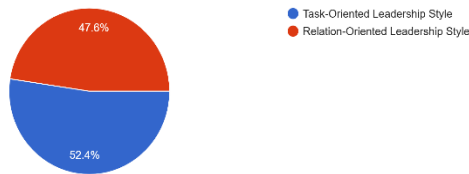


Fig.5.

### Preferred Leadership Style (Figure 5)

- Task-Oriented Leadership Style: 11 respondents (52.38%)
- Relation-Oriented Leadership Style: 10 respondents (47.62%)

Although task-oriented leadership is slightly preferred (52.38%), the nearly equal split indicates that some employees value a relational approach. Supervisors might consider integrating relational elements into their task-oriented practices.

How would you describe your level of skill and willingness to learn?  
21 responses

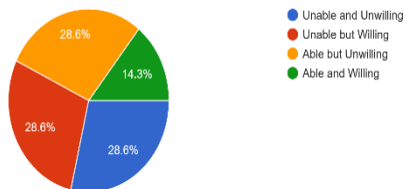


Fig.6.

### Skill and Willingness to Learn (Figure 6)

- Unable and Unwilling: 6 respondents (28.57%)
- Unable but Willing: 6 respondents (28.57%)
- Able but Unwilling: 6 respondents (28.57%)
- Able and Willing: 3 respondents (14.29%)

The distribution highlights diverse levels of employee readiness. Leadership strategies should be adaptable, offering support for less skilled employees while empowering those who are able and willing.

What is your supervisor's typical approach when giving directions?  
21 responses

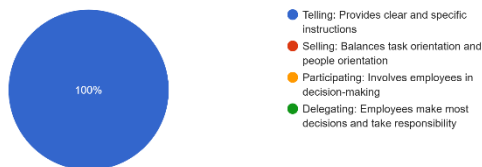


Fig.7.

### Supervisors' Approach When Giving Directions (Figure 7)

- Telling: 21 respondents (100%)

- Selling, Participating, Delegating: 0 respondents (0%)

All respondents reported that supervisors use a "telling" approach, emphasizing clear instructions. While effective for task completion, incorporating participative or delegative approaches might foster innovation and accountability.

Which leadership approach do you prefer from your supervisor?  
21 responses

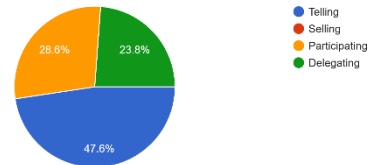


Fig.8.

### Preferred Approach to Leadership (Figure 8)

- Telling: 10 respondents (47.62%)
- Participating: 6 respondents (28.57%)
- Delegating: 6 respondents (28.57%)
- Selling: 0 respondents (0%)

While nearly half (47.62%) prefer a telling approach, a significant portion (57.14%) favors participative or delegative styles, suggesting a need for more inclusive and empowering leadership.

### C. Characteristics of an Effective Leader

How would you describe your supervisor's leadership style in terms of task completion?  
21 responses

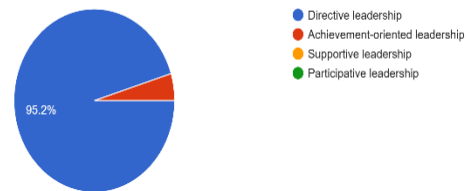


Fig.9.

### Supervisor as a Role Model (Figure 9)

- Leads by Example: 13 respondents (61.90%)
- Does Not Lead by Example: 2 respondents (9.52%)
- Sometimes Leads by Example: 6 respondents (28.57%)

Most employees (61.90%) believe their supervisor leads by example, which is a positive indicator of credibility. However, addressing the 38.09% who feel otherwise might enhance overall leadership effectiveness.

Which leadership approach do you prefer from your supervisor?  
21 responses

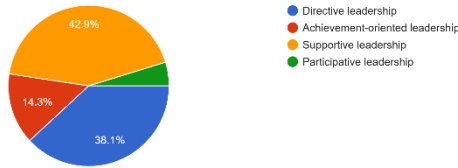


Fig.10.

### Communication and Feedback (Figure 10)

- Communicates Effectively: 15 respondents (71.43%)
- Does Not Communicate Effectively: 3 respondents (14.29%)
- Sometimes Communicates Effectively: 3 respondents (14.29%)

#### Interpretation:

While 71.43% feel that their supervisors communicate well, focusing on consistent, clear communication could address the concerns of the remaining respondents.

#### D. Effects of Leadership Style

Do you often receive feedback or performance evaluations from your supervisor?  
21 responses

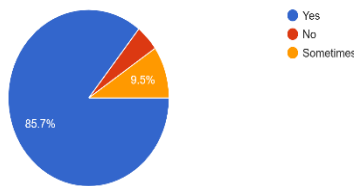


Fig.11.

### Skill Development Under Current Leadership (Figure 11)

- Yes: 19 respondents (90.48%)
- No: 2 respondents (9.52%)
- Sometimes: 0 respondents (0%)

A vast majority (90.48%) have observed improvements in their skills, showcasing the effectiveness of leadership practices in fostering employee growth.

Does your supervisor provide guidance on how to improve your performance?  
21 responses

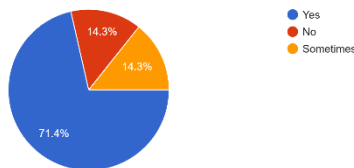


Fig.12.

### Motivation and Confidence (Figure 12)

- More Motivated: 18 respondents (85.71%)
- Not Motivated: 1 respondent (4.76%)
- Sometimes Motivated: 2 respondents (9.52%)

The high percentage of motivated employees (85.71%) suggests that the current leadership style is driving productivity and morale effectively.

Does your supervisor recognize your contributions regularly?  
21 responses

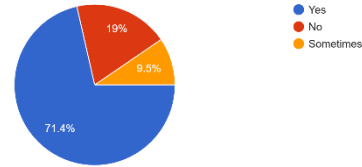


Fig.13.

### Work-Life Balance (Figure 13)

- Positive Impact: 19 respondents (90.48%)
- No Impact: 2 respondents (9.52%)

The overwhelmingly positive response reflects that leadership practices at REBCOR contribute to a healthy work-life balance, which is critical for long-term employee satisfaction.

Does your supervisor care about your professional success?  
21 responses

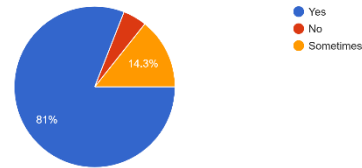


Fig.14.

### Directive Leadership Style (Figure 14)

- Directive leadership: 20 respondents (95.24%)
- Achievement-oriented leadership: 1 respondent (4.76%)
- Supportive leadership: 0 respondents (0%)
- Participative leadership: 0 respondents (0%)

The overwhelming preference for directive leadership (95.24%) demonstrates that employees value clear instructions and expectations from supervisors. However, introducing supportive or participative elements could address diverse employee needs.

Does your supervisor communicate effectively with the team?  
21 responses

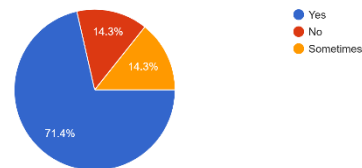


Fig.15.

### Preferred Leadership Approach (Figure 15)

- Directive leadership: 8 respondents (38.10%)
- Achievement-oriented leadership: 3 respondents (14.29%)
- Supportive leadership: 9 respondents (42.86%)
- Participative leadership: 1 respondent (4.76%)

While directive leadership is still preferred (38.10%), the higher preference for supportive leadership (42.86%) suggests a shift toward valuing interpersonal support alongside task completion.

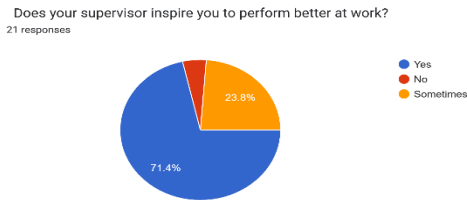


Fig.16.

### Supervisor's Feedback Frequency (Figure 16)

- Yes: 18 respondents (85.71%)
- No: 1 respondent (4.76%)
- Sometimes: 2 respondents (9.52%)

The majority of employees (85.71%) receive regular feedback, which is essential for growth. Efforts to improve feedback consistency could enhance the experience of the remaining respondents.

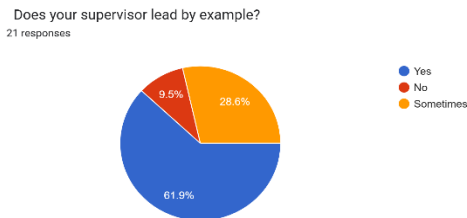


Fig.17.

### Supervisor's Guidance (Figure 17)

- Yes: 15 respondents (71.43%)
- No: 3 respondents (14.29%)
- Sometimes: 3 respondents (14.29%)

While most employees (71.43%) feel guided, ensuring tailored support for the 28.58% who are less satisfied could make leadership practices more inclusive.

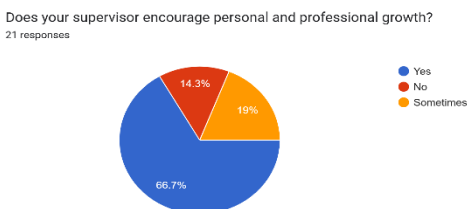


Fig.18.

### Supervisor's Recognition of Contributions (Figure 18)

- Yes: 15 respondents (71.43%)
- No: 4 respondents (19.05%)
- Sometimes: 2 respondents (9.52%)

Although most employees (71.43%) feel recognized, addressing gaps in acknowledgment could improve employee satisfaction and morale.

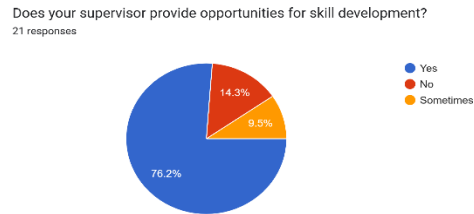


Fig.19.

### Professional Success (Figure 19)

- Yes: 17 respondents (80.95%)
- No: 1 respondent (4.76%)
- Sometimes: 3 respondents (14.29%)

A significant majority (80.95%) report that supervisors care about their success, suggesting a focus on development. Tailoring support for the 19.05% who are less confident in this area could enhance outcomes.

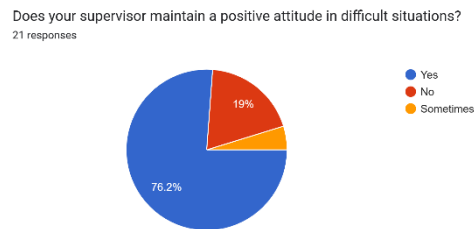


Fig.20.

### Effective Communication (Figure 20)

- Yes: 15 respondents (71.43%)
- No: 3 respondents (14.29%)
- Sometimes: 3 respondents (14.29%)

Although communication is a strength, consistent and clear messaging for all employees could reduce instances of misunderstanding or miscommunication.

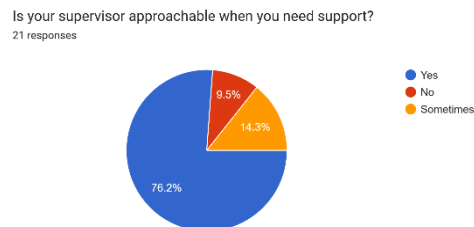


Fig.21.



**Inspiration and Motivation (Figure 21)**

- Yes: 15 respondents (71.43%)
- No: 1 respondent (4.76%)
- Sometimes: 5 respondents (23.81%)

While 71.43% of employees feel inspired by their supervisor, addressing the needs of the remaining respondents who feel less motivated could drive higher performance.

Does your supervisor accept feedback from the team?  
21 responses

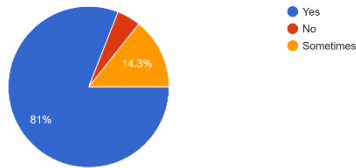


Fig.22.

**Supervisor as a Role Model (Figure 22)**

- Yes: 13 respondents (61.90%)
- No: 2 respondents (9.52%)
- Sometimes: 6 respondents (28.57%)

Supervisors are seen as role models by 61.90% of respondents. Enhancing consistency in leadership behavior might increase this perception.

Does your supervisor make timely decisions?  
21 responses

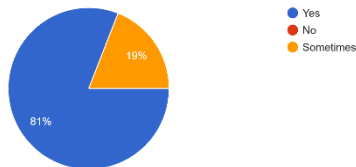


Fig.23.

**Personal and Professional Growth Skill Development Opportunities (Figure 23)**

- Yes: 16 respondents (76.19%)
- No: 2 respondents (9.52%)
- Sometimes: 3 respondents (14.29%)

Most employees (76.19%) feel they have opportunities for skill development. Strengthening these opportunities could further benefit the workforce.

Do you feel respected by your supervisor?  
21 responses

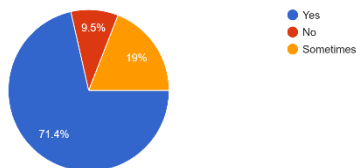


Fig.24.

**Positive Attitude in Difficult Situations (Figure 24)**

- Yes: 16 respondents (76.19%)
- No: 4 respondents (19.05%)
- Sometimes: 1 respondent (4.76%)

A large majority (76.19%) believe their supervisor maintains a positive attitude under pressure, reinforcing trust in leadership.

Have you noticed improvements in your skills since working under your current supervisor?  
21 responses

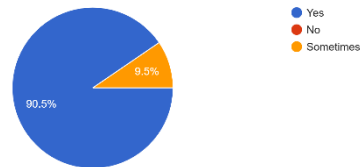


Fig.25.

**Supervisor Approachability (Figure 25)**

- Yes: 16 respondents (76.19%)
- No: 2 respondents (9.52%)
- Sometimes: 3 respondents (14.29%)

While most employees find their supervisor approachable, creating a more open and supportive environment could benefit all employees.

Has your supervisor helped you develop a stronger work ethic?  
21 responses

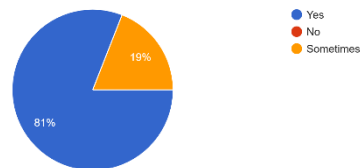


Fig.26.

**Improved Skills Under Current Supervisor (Figure 26)**

- Yes: 19 respondents (90.48%)
- No: 2 respondents (9.52%)

The overwhelming majority (90.48%) attribute skill improvement to their supervisor's leadership, showcasing its effectiveness.

Do you feel more motivated to work because of your supervisor's leadership style?  
21 responses

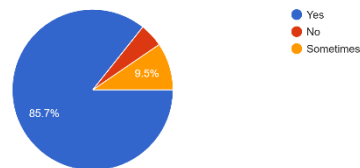


Fig.27.

**Increased Motivation Due to Leadership Style (Figure 27)**

- Yes: 18 respondents (85.71%)
- No: 1 respondent (4.76%)
- Sometimes: 2 respondents (9.52%)

High motivation levels (85.71%) indicate that leadership style positively impacts employee engagement.

**Problem-Solving Skills (Figure 30)**

- Yes: 16 respondents (76.19%)
- No: 2 respondents (9.52%)
- Sometimes: 3 respondents (14.29%)

Leadership has fostered problem-solving skills in 76.19% of employees. Strengthening support for the remaining employees could lead to broader skill development.

Do you feel more confident in making decisions at work due to your supervisor's guidance?  
21 responses

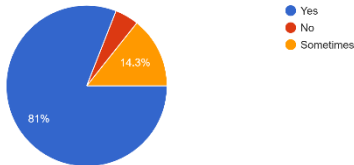


Fig.28.

**Confidence in Decision-Making (Figure 28)**

- Yes: 17 respondents (80.95%)
- No: 1 respondent (4.76%)
- Sometimes: 3 respondents (14.29%)

Supervisors' guidance has empowered most employees (80.95%) to make confident decisions, contributing to productivity.

Have you learned to be more independent in your work?  
21 responses

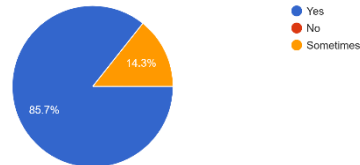


Fig.31.

**Confidence in Leadership Roles (Figure 31)**

- Yes: 17 respondents (80.95%)
- No: 4 respondents (19.05%)

The majority feel confident in assuming leadership roles, reflecting effective mentorship and guidance.

Has your supervisor helped you identify areas where you can improve?  
21 responses

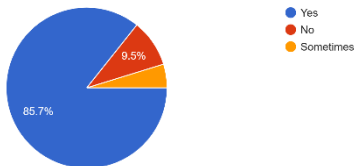


Fig.29.

**Positive Work Culture (Figure 29)**

- Yes: 16 respondents (76.19%)
- No: 5 respondents (23.81%)

Although most employees (76.19%) feel the work culture is positive, addressing concerns among the 23.81% could enhance collaboration.

Do you find it easier to collaborate with colleagues due to your supervisor's approach?  
21 responses

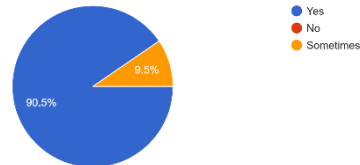


Fig.32.

**Risk-Taking (Figure 32)**

- Yes: 18 respondents (85.71%)
- No: 3 respondents (14.29%)

The high level of risk-taking (85.71%) demonstrates confidence instilled by supervisors.

Do you feel your responsibilities have increased due to your improved performance?  
21 responses

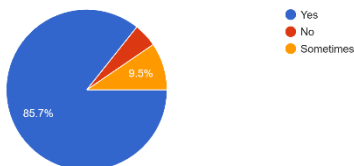


Fig.30.

Has your supervisor fostered a positive work culture?  
21 responses

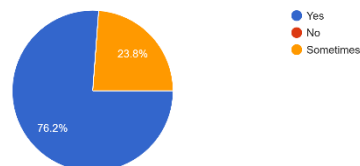


Fig.33.

**Work-Life Balance (Figure 33)**

- Yes: 19 respondents (90.48%)
- No: 2 respondents (9.52%)

The overwhelmingly positive response indicates that leadership supports work-life balance effectively.

Has your supervisor helped you develop problem-solving skills?  
21 responses

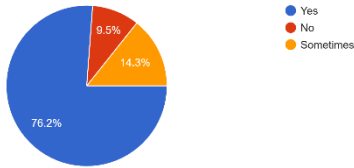


Fig.34.

### Overall Satisfaction with Leadership Style (Figure 34)

- Yes: 17 respondents (80.95%)
- No: 1 respondent (4.76%)
- Sometimes: 3 respondents (14.29%)

Most employees (80.95%) are satisfied with the leadership style, highlighting its overall effectiveness.

Do you feel more confident in taking on leadership roles due to your supervisor's influence?  
21 responses

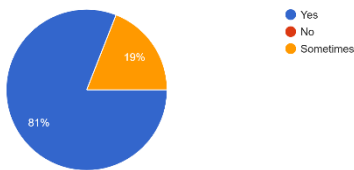


Fig.35.

### Confidence in Leadership Roles (Figure 35)

- Yes: 17 respondents (80.95%)
- No: 4 respondents (19.05%)
- Sometimes: 0 respondents (0%)

The majority of respondents (80.95%) feel more confident in taking on leadership roles due to their supervisor's influence. This indicates that the leadership style fosters empowerment and readiness for advancement. However, efforts could be made to support the 19.05% who feel less confident.

Has your supervisor encouraged you to take risks in your work?  
21 responses

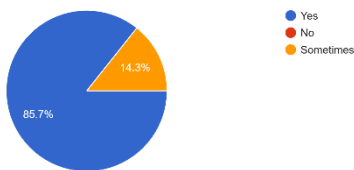


Fig.36.

### Encouragement to Take Risks (Figure 36)

- Yes: 18 respondents (85.71%)
- No: 3 respondents (14.29%)
- Sometimes: 0 respondents (0%)

A high percentage (85.71%) of employees feel encouraged to

take risks in their work, reflecting a supportive and growth-oriented environment. Risk-taking can drive innovation, but addressing the concerns of the 14.29% who feel less encouraged might enhance inclusivity.

Do you believe your supervisor's leadership style has contributed to your personal growth?  
21 responses

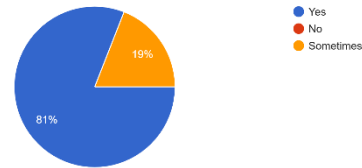


Fig.37.

### Personal Growth Due to Leadership Style (Figure 37)

- Yes: 17 respondents (80.95%)
- No: 4 respondents (19.05%)
- Sometimes: 0 respondents (0%)

Most employees (80.95%) believe their supervisor's leadership style has contributed to their personal growth. This indicates a strong alignment between leadership practices and professional development goals.

Have you learned to remain calm under pressure due to your supervisor's leadership style?  
21 responses

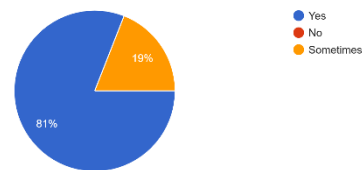


Fig.38.

### Calmness Under Pressure (Figure 38)

- Yes: 17 respondents (80.95%)
- No: 4 respondents (19.05%)
- Sometimes: 0 respondents (0%)

The ability to remain calm under pressure is reported by 80.95% of employees, suggesting that supervisor's model and encourage resilience. Addressing the remaining 19.05% could further strengthen this capability across the team.

Do you believe your supervisor's leadership style has positively impacted your work-life balance?  
21 responses

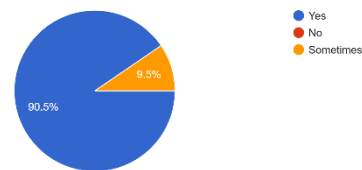


Fig.39.

### Impact on Work-Life Balance (Figure 39)

- Yes: 19 respondents (90.48%)
- No: 2 respondents (9.52%)
- Sometimes: 0 respondents (0%)

An overwhelming majority (90.48%) feel their supervisor's leadership style positively impacts their work-life balance. This suggests leadership practices that prioritize employee well-being, which is critical for long-term engagement and productivity.

Are you satisfied with the leadership style practiced by your supervisor at REBCOR Construction?  
21 responses

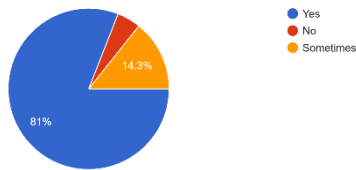


Fig.40.

### Satisfaction with Leadership Style (Figure 40)

- Yes: 17 respondents (80.95%)
- No: 1 respondent (4.76%)
- Sometimes: 3 respondents (14.29%)

Most employees (80.95%) express satisfaction with their supervisor's leadership style, underscoring its effectiveness. However, the 19.05% who are either dissatisfied or only sometimes satisfied present an opportunity for further refinement of leadership practices.

## 6. Conclusion

The study aimed to assess the effectiveness of contingent leadership styles in REBCOR Construction, Cabanatuan City, focusing on their impact on employee satisfaction, professional development, and workplace dynamics. The findings, based on 21 survey responses, provide valuable insights into demographic data, leadership preferences, and the perceived impact of leadership on personal and professional growth. Below is the comprehensive interpretation of the data:

### A. Demographics

- **Age (Figure 1):** The majority of respondents (47.62%) are aged 21–30, followed by 31–40 (38.10%). These age groups represent a workforce in their early to mid-careers, indicating a balance of youthful energy and experienced professionals.
- **Tenure at REBCOR (Figure 2):** Most employees have been working at REBCOR for 2–3 years (33.33%), while 28.57% have been employed for 1–2 years. Only 4.76% have stayed beyond 5 years,

suggesting a relatively young workforce with opportunities to strengthen retention.

- **Employment Status (Figure 3):** A significant portion (85.71%) are regular employees, indicating job stability for most workers. Temporary and casual employees make up only a small fraction, reflecting REBCOR's emphasis on long-term employment relationships.

### B. Leadership Style Based on Contingency Theories

**Supervisor's Leadership Style (Figure 4):** Most respondents (90.48%) identify their supervisors as task oriented. This suggests a focus on efficiency, productivity, and goal achievement.

**Preferred Leadership Style (Figure 5):** Employees are almost evenly split between task-oriented (52.38%) and relation-oriented (47.62%) leadership styles. This indicates a need for leaders to balance task execution with interpersonal connections to meet diverse preferences.

**Skill and Willingness to Learn (Figure 6):** Employees are evenly distributed across the four maturity levels, with equal numbers reporting "Unable and Unwilling," "Unable but Willing," and "Able but Unwilling" (28.57% each). Leaders must adapt their approach to suit the varying levels of skill and motivation within the workforce.

**Typical Approach to Giving Directions (Figure 7):** All respondents (100%) report their supervisors use a "Telling" leadership style, characterized by clear and specific instructions. This reflects a highly structured leadership approach but may lack flexibility.

**Preferred Approach to Leadership (Figure 8):** Preferences are split, with "Telling" favored by 47.62% and "Participating" and "Delegating" favored by smaller groups (28.57% each). This suggests a desire for greater involvement and autonomy among some employees.

**Leadership Style in Task Completion (Figure 9):** The majority (95.24%) describe their supervisors as directive, confirming that leadership at REBCOR emphasizes clear expectations and accountability.

**Preferred Leadership in Task Completion (Figure 10):** Preferences vary, with 42.86% favoring supportive leadership, while smaller groups prefer directive (38.10%), achievement-oriented (14.29%), and participative styles (4.76%). This underscores the importance of tailoring leadership to individual needs.

### C. Characteristics of an Effective Leader

- **Supervisor's Interactions:**

**Professional Success (Figure 14):** Most respondents (80.95%) feel their supervisors care about their success.

**Communication (Figure 15):** 71.43% report effective communication, but the remaining 28.57% indicate room for improvement.

**Inspiration (Figure 16):** Supervisors inspire 71.43% of employees, reflecting a generally motivational leadership style.

**Leading by Example (Figure 17):** Only 61.90% agree that supervisors lead by example, signaling an area for development.

**Personal and Professional Growth (Figure 18):** Supervisors encourage growth for 66.67% of respondents, but 33.33% feel less supported.

- **Supervisor's Traits:**

- **Guidance and Decision-Making:** Supervisors provide guidance (71.43%) and make timely decisions (80.95%) but must address gaps in conflict resolution and approachability.
- **Respect and Feedback (Figure 24):** 71.43% feel respected by their supervisors, though the remaining 28.57% may perceive a lack of acknowledgment.

#### D. Effects of Leadership Style

- **Skill and Performance Development (Figures 25–30):**

Employees report improvements in skills (90.48%), work ethic (80.95%), decision-making confidence (80.95%), and task independence (85.71%).

These results highlight the positive impact of leadership on employee growth, though further efforts could address those who feel excluded.

- **Collaboration and Culture (Figures 31–34):**

Supervisors have fostered collaboration among 90.48% of employees and positive work culture for 76.19%. However, 23.81% feel the work culture could improve.

- **Personal Growth and Risk-Taking (Figures 35–37):**

Supervisors encourage risk-taking (85.71%) and personal growth (80.95%), emphasizing their role in cultivating resilience and adaptability.

- **Work-Life Balance (Figure 39):**

90.48% report a positive impact on their work-life balance due to their supervisor's leadership. This indicates that leadership practices align with employee well-being.

#### General Satisfaction with Leadership Style (Figure 40)

80.95% of employees are satisfied with their supervisor's leadership style, while 19.05% express dissatisfaction or occasional satisfaction. This reflects generally effective leadership but also highlights opportunities to address individual concerns.

Based on the findings of this study, the leadership styles employed by immediate heads and supervisors at REBCOR Construction in Cabanatuan City, as well as employees' perceptions, preferences, and the impacts of these styles on performance and satisfaction, have been thoroughly analyzed. The conclusions drawn from the data are as follows:

##### 1) Leadership Styles Employed by Supervisors at REBCOR Construction

The leadership styles observed in the organization predominantly align with task-oriented approaches, with supervisors primarily employing a **Telling** (providing clear, direct instructions) and **Directive** leadership style. This style is favored for its clarity and structure in task completion, with nearly all employees reporting that their supervisors provide specific directions (Figure 7). However, there is less emphasis on relation-oriented styles, which include participatory leadership, where supervisors involve employees in decision-making.

##### 2) Employees' Perception of Leadership Styles

Employees perceive the leadership style of their immediate supervisors as primarily **task-oriented**. A significant majority of respondents (90.48%, Figure 4) identified the leadership style as task-focused. While this is effective in ensuring clarity and meeting targets, a considerable portion of employees (47.62%, Figure 5) expressed a preference for a **relation-oriented** leadership style, emphasizing the importance of trust, collaboration, and employee involvement in decision-making.

##### 3) Preferred Leadership Style for Personal and Professional Growth

Employees generally prefer a **balanced approach** to leadership that incorporates both task-oriented and relation-oriented styles. While **Telling** leadership is deemed effective for specific tasks (100%, Figure 7), many employees desire more participative leadership (28.57%, Figure 8). This preference indicates that employees value leadership that not only provides structure but also encourages growth, autonomy, and collaboration.

##### 4) Relationship Between Leadership Style and Employee Performance and Satisfaction

The findings suggest a strong relationship between leadership style and employee satisfaction and performance. Most respondents (90.48%, Figure 25) reported improvements in their skills and performance due to their supervisor's leadership style. Additionally, a significant percentage of employees (85.72%, Figure 26) indicated that the leadership style has positively impacted their motivation and work ethic. These

results support the view that a task-oriented leadership style, when combined with supportive behaviors and constructive feedback, increased engagement and productivity.

### 5) *Effectiveness of Leadership Styles in Addressing Organizational and Workforce Needs*

The study indicates that the leadership styles employed at REBCOR Construction are somewhat effective in addressing the operational and workforce needs of the organization. Supervisors' **directive leadership** (95.24%, Figure 9) ensures tasks are completed efficiently. However, the more effective leadership practices, such as participative and delegating leadership, are less frequently used, which could be limiting the development of employees' problem-solving skills, collaboration.

## 7. Recommendation

Based on the conclusions drawn from the data, the following recommendations are proposed to enhance the effectiveness of leadership at REBCOR Construction and address the identified needs for both operational success and employee satisfaction:

### 1) *Incorporate a Balanced Leadership Approach*

While the current task-oriented leadership style is effective in ensuring task completion, it is recommended that supervisors at REBCOR Construction incorporate more **relation-oriented** practices, such as **Participative** and **Delegating** leadership styles. Provide leadership training and workshops focusing on relationship-building skills, effective communication, and participatory leadership techniques.

### 2) *Promote Regular Feedback and Employee Recognition*

The study indicated that many employees feel they do not receive sufficient feedback or recognition for their contributions (Figure 11, Figure 13). To ensure continuous improvement and employee engagement, it is recommended that supervisors implement regular performance evaluations and provide constructive feedback. Establish a formal system for performance evaluations, which includes timely feedback, recognition, and opportunities for career development. This feedback system should be transparent, regular, and constructive.

### 3) *Foster a Supportive Work Environment*

The study found that employees appreciate supervisors who show care for their personal and professional success (Figure 14) and encourage growth (Figure 18). However, there is room for improvement in terms of encouraging **personal development** through offering **skill development opportunities** and maintaining a positive attitude during difficult situations (Figure 19, Figure 20).

### 4) *Enhance Supervisors' Decision-Making Flexibility*

The study revealed that while **directive leadership** is viewed positively for its clarity, many employees would benefit from supervisors who also show flexibility in decision-making and who encourage employees to take risks and responsibility (Figure 36). Empowering employees to make decisions can lead to a more **autonomous** and **proactive workforce**.

5) *Improve Leadership Training and Development Programs*  
Although REBCOR Construction's leadership style has shown effectiveness in task completion, the preference for a more balanced leadership approach suggests the need for enhanced leadership training programs. Leadership development should focus on **task management**, **people management**, and **adaptive leadership** to meet both operational and employee needs.

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