Transformational Leadership Style and Its Impact on The Performance of Construction Companies

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Abstract: - "Leadership is one of the most observed and least understood marvels on earth" (Burn, 1978). This paper intended to probe the influence of transformational leadership style and its impact on the performance in construction companies. Leadership is related to organizational and staff performance, the researcher of this study became eager to determine the leadership style of construction companies and to assess their transformational leadership practices toward company performance of Pampanga, Philippines, 2021-2022. A quantitative research, descriptive-correlational method is used to determine the demographic profile of the respondents in terms of gender, position, age, educational attainment, year of work experience, perception of the respondents in transformational styles, relation to team commitment, relation to organizational culture and the project performance of the selected construction companies. This also tested if there is significant difference in the respondent's perception toward transformational styles, relation to team commitment and to organizational culture between team members and project manager and is there significant relationship between the respondent's transformational styles and project performance of the selected construction companies. Findings reveals that majority of respondents in construction companies in Pampanga, Philippines are male team members age 41 to 50 years old having a Master's Degree with a 5 to 7 years' experience. The respondent's perception is strongly agreed or strong positive response in statements relating to transformational leadership styles, an agree or positive response in statements relating to team commitment, a neutral or undecided response in statements relating to organizational culture. In hypothesis testing results also revealed that there is significant difference in the respondent's perception toward transformational styles, relation to team commitment and to organizational culture between team members and project manager and there is no significant relationship between the respondent's transformational styles and project performance of the selected construction companies. Overall results showed that transformational leadership style has no impact on the performance of construction companies but has significant influence on respondent's perception and attitudes.

Key Words: —*Leadership, Construction companies, Respondent's perception.*

I. INTRODUCTION

For a long time, academics and interpreters have been delving into the concept of leadership. Nonetheless, this is one of the most important private areas of discussion.

Manuscript revised March 26, 2022; accepted March 27, 2022. Date of publication March 29, 2022.

This paper available online at www.ijprse.com

ISSN (Online): 2582-7898; SJIF: 5.59

Leadership is one of the most observed and least understood marvels on earth [1]. Different proponents had their own perspectives on the topic at hand, with the results focusing entirely on different aspects of the concept, such as leadership characteristics and outcomes. Great leaders, according to situational theorists, emerge as a result of place, circumstance, and time. But there are two hypotheses in relation to leadership, (1) any given situation plays a significant role in determining leadership qualities and the leader for that situation and (2) the characteristics in an individual that a specific situation may determine to be leadership qualities are the result of a succession of previous leadership situations that have

developed and molded that individual [2]. The term leadership refers to a broad subject that has multiple delineations unique to each philosopher's conception of the study. Despite their varying interpretations, proponents agree that effective leadership boils down to a pacer's ability to coordinate and direct a colorful group of members with a colorful pool of chops and chops to understand a collaborative thing.

Bass distinguished two types of leadership: transformational leadership and transactional leadership. Individual influence, spiritual encouragement, and intellectual stimulation are characteristics of transformational leadership. Transactional leadership focuses on the basic and external demands of the staff, and the relationship between leaders and subordinates is contractual [3].

This paper intends to probe the influence of transformational leadership style and its impact on the performance in construction companies. One of the most dynamic and complex industrial environments is that of the construction industry. It is a project-based industry, and most projects are built to the specifications of the client [4]. Significant variations are caused by fluctuations in the workload of the organizations in terms of firm staffing requirements, both in terms of volume and professional skills. The ever-changing demands of construction work necessitate the formation and management of specialized teams each time a new project is awarded [5].

As a result, effective management and leadership practices are critical for all construction companies. Despite the fact that leadership is one of the most important subjects in management studies, many authors have been unable to articulate the concept of leadership in spite of a large volume of research and literature on the subject [6]. According to Dulaimi and Langford, most studies on the construction industry's leadership focuses on the personal characteristics of project managers.

Few studies have been conducted on the transformational leadership quality in the construction industry [7]. Thus, farther disquisition is going to be sought regarding the capacity of transformational leaders and what they give to motivate their companies to rise to the challenge, especially during this period of globalization. With these facts presented, the researchers of this study became eager to determine the leadership style of construction companies and to assess their transformational leadership practices toward company performance of Pampanga, Philippines, 2021-2022.

II. LITERATURE REVIEW

2.1 Team Commitment and Performance of Construction Systems

Kariuki conducted a study to determine the relationship between a project manager's leadership style, teamwork, and project characteristics, as well as their impact on project performance in Kenya's water sector projects. The findings of the study showed that all variables have found positive significance except between leadership style and project time performance [8]. The findings were consistent with those of Kibuchi, who discovered a significant relationship between mortal study and abandonment of transformational leadership style, which has a proclivity to lead to advanced position of design study findings show that transactional leadership style attributed for 12 percent friction in design time performance, and thus the study was conducted among design directors and design platoon members from 102 water and sanitation systems [9].

Liphadzi et al. investigated the impact of leadership styles on system performance. The study included 110 people who were less complicated [10]. Similarly, the study was conducted among design contractors without including the design help perspective, and Becker & Huselid suggests that design directors have high relationship behavioral characteristics when the task is given in the Iranian construction sector [11]. Tabassi and Babar conducted a study among 220 repliers in constricting enterprises to establish a relationship between infelicitous leadership in order to simplify the findings to the overall sector satisfaction. All the same, the information was gathered only from design directors who were members of the same organization. As a result, rendering it revealed positive connections between transformational style and system performance factors such as time, cost, quality, and customer relationship [12]. The results were harmonious with the findings of study carried out Keller in which transformational leadership style on performance of systems of the plant had positive significance [13]. Kissi et al. investigated the effect of portfolio managers' transformational leadership behavior on the performance of the project both directly and indirectly done by other intervening variables in United Kingdom. The result showed that portfolio managers are indeed important in improving the project performance as well as identifying the needs of the project to cultivate transformational leadership behavior to their employees to improve performance. It also

emphasizes the importance of further investigating the role of portfolio managers to further improve project performance [14].

2.2 Transformational Leadership Style and Performance of Construction Systems

Transformational leadership is the ability of the leader to move followers past their self-interest by leader's charisma, motivation, intellectual encouragement, or individualized consideration. It raises the maturity level of the followers, as well as their concerns for accomplishment, self-actualization, and the organization and society's well-being [15].

Tabassi et al. stated that transformational leadership behavior has a positive relationship with the performance of the team of a construction industry [12]. Limsila and Ogunlana investigated the relationship between personal competencies and transformational leadership behavior which affects the outcomes of the leadership and work performances of subordinates. The study showed that transformational leaders are known for producing high-quality work.

subordinates' quantity and problem-solving creativity. The results also showed that all personal competencies have a positive significance with each factor in the transformational style. It indicates that project managers who use the transformational style and/or have excellent personal competencies are more likely to produce positive leadership results and performance on work in construction projects [16]. Furthermore, Tabassi, Ramli and Dashti reviewed various literatures regarding with transformational leadership, leadership behavior and team performance to develop a conceptual and relationship model among these variables. Their study focused on the construction industry because of its exceptional features amongst other industries. Results showed that leaders that use transformation leadership tends to have a significance on team behavior and indirectly influence team performance. Therefore, the study has concluded that transformational leadership is tend to be appropriate in construction industry [17].

2.3 Transactional leadership style and performance of construction systems

Transactional leadership is the leadership style that aims to monitor and control employees by being rational or economical [18].

Chan and Chan evaluated empirically the transformational and transactional leadership styles in a construction industry. The objective of the study is to examine leaders using transformational and transactional leadership style and to determine which of these leadership styles best influence leader effectiveness and satisfaction of the employees with their leaders. Results showed that all factors of transformational leadership and some factors of transactional leadership has positive correlation with leadership outcomes. Study supported further that transformational leadership has a greater impact on performance and satisfaction than transactional leadership [19]. On the other hand, Liphadzi, Aigbavboa and Thwala suggested that transactional leadership style and project success have positive relationship [10]. This is further supported by Oyentunji, Adebiyi and Olatunde that transactional leadership style has a positive correlation with workers' performance [20].

2.4 Organizational Culture Related to Implementing Construction Systems

Organizational culture is a form of assumptions developed and cultured by a group of individuals as they acquire to manage external problems and internal integration [21].

Hartman stated that organizational culture has important and critical role in motivation behavior as it creates commitment within the organization [22]. Issa and Haddad profound that appropriate organizational culture can able to improve the trust and commitment in the organization of a construction industry [23]. An and Bitamba examined the influence or impact of field organizational culture on the construction project performance. Result showed that best performed projects tend to have higher organization culture and therefore, organizational culture has an effect on the performance that can possibly help to improve management system of construction organizations [24]. Furthermore, Giritli et al. asserted that organizational culture and leadership are cohesive and entwined in an organization. In their study, results showed that leaders in construction industry with different organizational culture characteristics tend to implement various leadership styles to direct their employees in the succession of the business [25].

2.5 Theoretical/Conceptual Framework

This research provides a conceptual framework for understanding the relationship between transformational leadership style and the performance of construction companies in Pampanga, Philippines. The performance of construction companies is denoted as the dependent variable, and transformational leadership style is denoted as the independent variable.

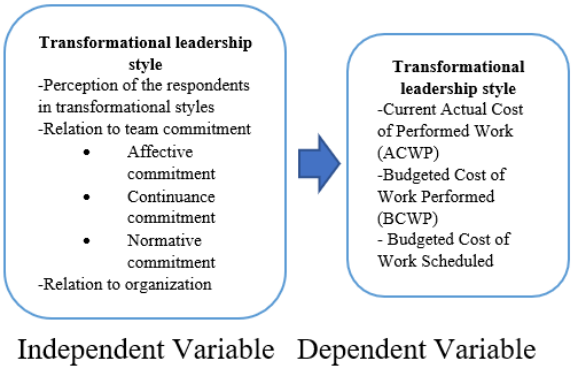


Fig.1. Diagram of the relationship between the independent and dependent variable.

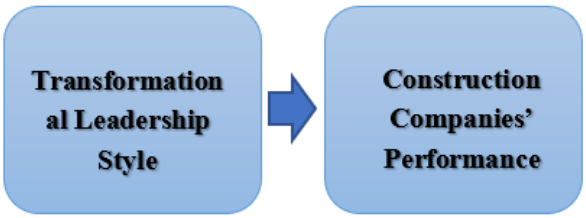


Fig.2. Diagram of the relationship between the transformational leadership style and construction companies' performance.

The questionnaire asked respondents to rank which potential tools could help improve their daily performance on a five-point Likert scale in order to develop a conceptual framework that may improve leadership quality and construction company performance. The results were as seen in Table.1.

Table.1. Likert scale to rank which potential tools could help improve their performance.

Conceptual framework action	Course of action/means	Rank
Learning and improving skills	Workshops, courses, or training	1
Promote a willingness to admit and learn from failures or weaknesses	Facilitate communication, lean from other, workshops, courses, or training	2
Improve communication skills and the flow of information within the project team and the company	Facilitate meetings, make communication a priority, develop active listening skills, respect your audience	3

2.6 Statement of the Problem

The purpose of this study is to determine the leadership style of construction companies and to evaluate their transformational leadership practices in Pampanga, Philippines, from 2021 to 2022.

1. What is the demographic profile of the respondents in terms of;
    1.1 Gender
    1.2 Position
    1.3 Age
    1.4 Educational Attainment
    1.5 Year of Work Experience
2. What is the perception of the respondents in transformational styles?
3. What is the perception of the respondents in relation to team commitment?
    2.1 Affective commitment
    2.2 Continuance Commitment
    2.2 Normative Commitment
4. What is the perception of the respondents in relation to organizational culture?
5. What is the project performance of the selected construction companies?
    5.1 Current Actual Cost of Performed Work (ACWP)
    5.2 Budgeted Cost of Work Performed (BCWP)
    5.3 Budgeted Cost of Work Scheduled (BCWS)
6. Is there significant difference in the respondent's perception toward transformational styles, relation to team commitment and to organizational culture between team members and project manager?
7. Is there significant relationship between the respondent's transformational styles and project performance of the selected construction companies?

2.7 Scope and Limitations of the Study

The research was limited to Pampanga, Philippine construction companies with the respondents of construction project managers and on-site construction workers.

Limitations of this study are:

- Since this study concerns with a specific sector, its results could be changed if applied in any other sector. (The study is currently limited to the construction companies' sector of Pampanga, Philippines.)
- The transformational leadership style and its impact on the performance of construction companies is the basic limitation of this research work. It means these

findings cannot be used on the other factors that affect the work performance.

- This research work has been carried out in the year 2021-2022 and it may not be similar for the other years as there are lots of factors that affect the work performance of construction companies including the Current Actual Cost of Performed Work (ACWP), Budgeted Cost of Work Performed (BCWP) and Budgeted Cost of Work Scheduled (BCWS)

2.8 Significance of the Study

The findings of this study will be useful to Pampanga Philippines 2021-2022 construction companies, construction-contracting firms, researchers, and other stakeholders. This study will provide an important understanding of how transformational leadership style affects project performance in the construction sector; this study will uncover existing leadership approaches in construction companies, the nature of project team commitment, and how they relate to project performance.

Construction company's Manager: The findings of this study may assist the manager of a construction company in adapting to and becoming aware of the importance of transformational leadership practices in the improvement of future projects and subordinates. This would be a huge help in decision making and would serve as the foundation for future company projects.
Construction workers: The findings of this study may assist construction workers in achieving a harmonious and productive future company project. This would be extremely beneficial in improving the performance of construction workers.
Other Researchers: This study will serve as a resource for future researchers. This research will be used as a guide to provide information about their study.

2.9 Definition of Terms

- *Transformational leadership practices*: is a leadership style in which leaders encourage, inspire, and motivate employees to innovate and create change in order to help the company grow and shape its future success.
- *Team commitment***:** means that everyone on the team understands and agrees to support the team's recommendations and decisions.
- *Company projects***:** means any subsidiary of the company, the majority of whose activities involve any type of construction, development, or infrastructure project, including, but not limited to, greenfield and brownfield projects. It can also refer to a corporation, limited liability company, partnership, joint venture, trust, or other entity that is a subsidiary or joint venture of an operating company and a direct or indirect owner of a business.

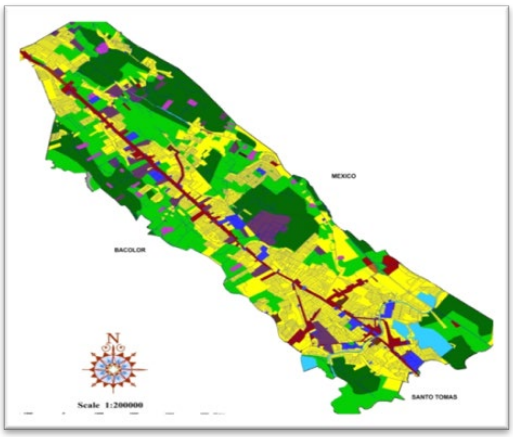
III. METHODS AND PROCEDURES

3.1 Research Design

The researcher used a quantitative design to collect data on the maintenance optimization of a distribution utility in Pampanga, Philippines. The data was gathered in order to determine the transformational leadership style and its impact on the performance of construction companies. In general, quantitative design is founded on scientific principles.

Thus, the researcher used deductive reasoning, in which the researcher defined the study's objective, gathered data to solve the problem, and then analyzed the data. The researchers then came to conclusions to complete the study. The researcher will employ a quantitative design of the Descriptive-Comparative Method.

3.2 Locale of the Study



This study will be conducted at the Pampanga Philippines 2021-2022. It is the regional center of Central Luzon and located 66 kilometers (41 mi) north of Manila, 73 kilometers (45 mi) east of Subic in Zambales, 58 kilometers (36 mi) south of Tarlac City in Tarlac, and 17 kilometers (11 mi) south of Clark Air Base in Angeles City. It is the research setting where the target respondents, from construction companies are located. The researcher finds the locale its appropriateness of the said study.

3.3 Respondents of the Study

The researchers considered workers and personnel from construction companies based at Pampanga, Philippines. The 50 respondents were chosen through non-probability sampling namely purposive sampling because they were the purpose target population for the chosen topic. Moreover, the employees are part of different construction companies showing similarities and comparison within organizations.

3.4 Samples and Sampling Procedure

A non-probability sampling namely purposive sampling will be used to select the 50 construction companies' personnel and workers based at Pampanga, Philippines as a sample respondent from a general population. It was chosen by the researcher as the sampling procedure because the researcher has a purpose or target respondents.

3.5 Research Instrument

A questionnaire was used in gathering the data. The questioner is a Likert scale question type of survey. The questionnaires were given electronically via google forms which the respondents can access using their emails. The questionnaire has 3 parts. The first part is all about the personal information of the respondents. The second part consisted of questions with a Likert scale type of survey that determined the respondents in transformational style, relation to team commitment such as Affective commitment, Continuance Commitment and Normative Commitment and relation to organizational culture. The third part is all about project performance of the selected construction companies based at San Fernando, Pampanga, Philippines such as Current Actual Cost of Performed Work (ACWP), Budgeted Cost of Work Performed (BCWP) and Budgeted Cost of Work Scheduled (BCWS).

The research instrument is quoted and modify from Influence of leadership style on performance of Construction projects: a case of housing projects in westlands sub-county, nairobi kenya by Oyaya [26]. The research instrument will undergo validity and reliability testing. For validation this instrument will be subject for critiquing and validation of group of professional. Upon validation, it will undergo reliability testing through pilot-testing to determine the internal consistency of the survey questionnaire, using Cronbach alpha.

3.6 Data Gathering Procedure

The following are the steps taken by the researchers to obtain the necessary data for this study:

1. The researchers will submit a copy of the request letter to the construction companies in Pampanga, Philippines 2021-2022.
2. Upon the approval of the letter of request, the researchers will administer the distribution of survey forms to the respondents who were team members and project manager of construction companies and they will be given time to answer the survey questionnaire.
3. As soon as the respondents have finished answering the survey questionnaires, the researchers will retrieve them.
4. The researchers will interpret, classify, and evaluate the responses provided by respondents in survey questionnaires.

Statistical Treatment of Data:

The following are the formulas that utilized by the researchers for the statistical treatment of the data that will be collected;

Frequency counting and Percentage:

It is an act of counting and any proportion or share in relation to a whole. This formula will be utilized by the researcher in determining the Demographic profiling of the respondents in terms of Gender, Position / Nature of Work, Age, Educational Attainment and Year of Work Experience

$\%=f/n\cdot 100$ % = Percentage

f = Frequency n = Sample population

Weighted Mean:

It is a type of average which instead of each data point contributing equally to the final mean, some data points contribute more weight than others. This formula utilized by the researchers to determine the respondent's perception toward transformational styles, relation to team commitment, organizational culture and project performance.

$\bar{x} = \Sigma fx / n$ $\bar{x}$ = Mean $\sum$ = Summation of

F = Frequency x = Weights n = Sample population

Independent Sample T – Test:

This formula will be utilized by the researchers in testing significant difference in the respondent's perception toward transformational styles, relation to team commitment and to organizational culture between team members and project manager.

$$= \frac{\bar{x}_1 - \bar{x}_2}{\left(\frac{\left(\sum A^2 - \frac{(\sum A^2)}{n_A}\right) + \sum B^2 - \frac{(\sum B)^2}{n_B}}{n_A + n_B - 2}\right) \cdot \left(\frac{1}{n_A} + \frac{1}{n_B}\right)}$$

3.7 Linear correlation or Pearson Correlation Coefficient

Also known as Pearson's r, the Pearson product-moment correlation coefficient (PPMCC), the bivariate correlation, or colloquially simply as the correlation coefficient — is a measure of linear correlation between two sets of data. This will

be used to determine the significant relationship between in the respondent's transformational styles and project performance of the selected construction companies

$$r = \frac{\sum(x_i - \bar{x})\,(y_i - \bar{y})}{\sqrt{\sum(x_i - \bar{x})^2\ \sum(y_i - \bar{y})^2}}$$

r = correlation coefficient
x_i = values of the x-variable in a sample
$\bar{x}$ = mean of the values of the x-variable
y_i = values of the y-variable in a sample
$\bar{y}$ = mean of the values of the y-variable

IV. Result And Discussion

This chapter presents the gathered, analyzed and interpreted data. Tables and figures are presented and their weight is tabulated. This also includes the analysis and interpretation of the statistical results computed by the researchers. All data included in this chapter are based from the answer of the respondents in the questionnaire that the researchers had provided.

4.1 Presentation of Respondents' Profile

Table.2. Distribution of Respondents according to Gender

Gender	Frequency and Percentage				Total
	Member	%	Leader	%	
Female	13	31	2	25	15
Male	29	69	6	75	35
Total	42	100	8	100	50

As shown in the table above, distribution of respondents according to gender, out of 50 respondents, data are presented from highest to lowest frequency. It was gleaned above that Male has the highest frequency of 35, 29 or 69% for members and 6 or 75% for leaders while Female has the least frequency of 15, 13 or 31% for members and 2 or 25% for leaders. The results imply that majority of the respondents are male members.

Table.3. Distribution of Respondents according to Position

Position	Frequency	Percentage
Project Manger	8	16
Member	42	84
Total	50	100

As shown in the table above, distribution of respondents according to Position, out of 50 respondents, data are presented from highest to lowest frequency. It was gleaned above that member has the highest frequency of 42 or 84% while the least frequency of 8 or 16% fell under Project Manager. The results imply that majority of the respondents are members.

Table.4. Distribution of Respondents according to Age

Gender	**Frequency and Percentage**				**Total**
	Member	**%**	**Leader**	**%**	
Below 20 years old	6	14	0	0	6
21 to 30 years old	2	5	0	0	2
31 to 40 years old	14	33	4	50	18
41 to 50 years old	20	48	4	50	24
Total	42	100	8	100	50

As shown in the table above, distribution of respondents according to Age, out of 50 respondents, data are presented from highest to lowest frequency. It was gleaned above that 41 to 50 years old has the highest frequency of 24, 20 or 48% for members and 4 or 50% for leaders followed by 31 to 40 years old having a frequency of 18, 14 or 33% for members and 4 or 50% for leaders. Below 20 years old have a frequency of 6, 6 or 14% for members and 0 or 00% for leaders and 21 to 30 years old has the least frequency of 2, 2 or 5% for members and 0 or 00% for leaders.

The results imply that majority of the respondents are 41 to 50 years old members.

Table.5. Distribution of Respondents according to Educational Attainment

Educational Attainment	Frequency and Percentage				Total
	Member	%	Leader	%	
Bachelor Degree	8	19	0	0	8
Master's Degree	34	81	8	100	42
Total	42	100	8	100	50

As shown in the table above, distribution of respondents according to educational attainment, out of 50 respondents, data are presented from highest to lowest frequency. It was gleaned above that Master's Degree has the highest frequency of 42, 34 or 81% for members and 8 or 100% for leaders while Bachelor

Degree has the least frequency of 8, 8 or 19% for members and 0 or 00% for leaders. The results imply that majority of the respondents are Master's Degree members.

Table.6. Distribution of Respondents according to Year of Work Experience

Year of Work Experience	Frequency and Percentage				Total
	Member	%	Leader	%	
Below 2 years	2	5	0	0	2
2 to 4 years	15	36	0	0	15
5 to 7 years	14	33	6	75	20
8 to 10 years	8	19	2	25	10
above 10 years	3	7	0	0	3
Total	42	100	8	100	50

As shown in the table above, distribution of respondents according to Year of Work Experience, out of 50 respondents, data are presented from highest to lowest frequency. It was gleaned above that 5 to 7 years has the highest frequency of 20, 14 or 33% for members and 6 or 75% for leaders followed by 2 to 4 years having a frequency of 15, 15 or 36% for members and 0 or 00% for leaders. 8 to 10 years have a frequency of 10, 8 or 19% for members and 2 or 25% for leaders followed by Above 10 years has the least frequency of 3, 3 or 7% for members and 0 or 00% for leaders. The least frequency of 2, 2 or 5% for members and 0 or 00% for leaders fell under Below 2 years. The results imply that majority of the respondents are members having an experience of 5 to 7 years.

Table.7. Statements Relating to Transformational Leadership Styles

Transformational Leadership Styles					
Team Members	**WX**	**V.I.**	**Project Managers**	**WX**	**V.I.**
1. The manager displays power and confidence while administration project activities.	4.86	S.A.	1. During the project execution, I emphasized the importance of having a collective sense of mission among team members.	5.00	S.A.
2. The manager arouses awareness about important tasks and schedules in the project.	4.88	S.A.	2. During project implementation, I gave attention to project members' different needs, abilities, and aspirations.	4.88	S.A.
3. The project manager encourages he team to look at problems from different dimensions.	4.31	S.A.	3. During the project execution, I helped team members to develop their strength/skills.	4.75	S.A.
4. The manager appreciates our different abilities and therefore provides individualized attention to staff.	3.88	A.	4. During project implementation, I encouraged team members to look at project issues/problems from many different dimensions.	5.00	S.A.
General Weighted Mean	**4.5**	**S.A.**	**General Weighted Mean**	**4.48**	**S.A.**

Legend:

4.20 - 5.00 Strongly Agree
3.40 - 4.19 Agree
2.60 - 3.39 Neutral
1.80 - 2.59 Disagree
1.00 - 1.79 Strongly Disagree

As shown in the table above, Statements Relating to Transformational Leadership Styles, 8 statements are presented and interpreted from highest to lowest weighted mean in comparison to response of Team members and project manager. The highest weighted mean in Transformational Leadership Styles statement is statement 2, "The manager arouses awareness about important tasks and schedules in the project." For team members with a weighted mean of 4.88 interpreted as Strongly agree while Project manager highest weighted mean are statement 1 "During the project execution, I emphasized the importance of having a collective sense of mission among team members." and statement 4 "During project implementation, I encouraged team members to look at project issues/problems from many different dimensions" both having a weighted mean of 5.00 interpreted as Strongly agree followed by statement 1, "The manager displays power and confidence while administrating project activities." For team members with a weighted mean of 4.86 interpreted as Strongly agree while for Project manager is statement 2 "During project implementation,

I gave attention to project members' different needs, abilities, and aspirations." having a weighted mean of 5.00 interpreted as Strongly agree. The least weighted mean fell under by statement 4, "The manager appreciates our different abilities and therefore provides individualized attention to staff." for team members with a weighted mean of 3.88 interpreted as

Agree while for Project manager is statement 3 "During the project execution, I helped team members to develop their strength/skills" having a weighted mean of 4.75 interpreted as Strongly agree.

The general weighted mean for Statements Relating to Transformational Leadership Styles is 4.48 for Team members and 4.91 for Project managers both interpreted as Strongly Agree. This implies that the respondents have a strongly agree response towards Statements Relating to Transformational Leadership Styles.

Table.8. Statements Relating to Team Commitment

Statement	Weighted Mean		GWM	Interpretation
	Member	Leader		
Statement relating to affective commitment				
I was determined to finish my contact with the project	3.95	3.50	3.73	Agree
Statement relating to continuance commitment				
I had invested a lot of time and resources for me to leave before project closed	4.60	3.75	4.17	Agree
Statement relating to normative commitment				
This project deserves my loyalty	4.86	3.88	4.37	Agree
General Weighted Mean	4.47	3.71	**4.09**	**Agree**

Legend:

4.21 - 5.00 Strongly Agree
3.41 - 4.20 Agree
2.61 - 3.40 Neutral
1.81 - 2.60 Disagree
1.00 - 1.80 Strongly Disagree

As shown in the table above, Statements Relating to Team Commitment, 3 statements are presented and interpreted in comparison to response of Team members and project manager. The Statement relating to Affective commitment has a statement "I was determined to finish my contract with the project" has a general weighted mean of 3.73 interpreted as Agree, in comparison to respondent's response team members has a weighted mean of 3.95 while Project manager has a weighted mean of 3.50 both interpreted as Agree. In the Statement relating to continuance commitment has a statement "I had invested a lot of time and resources for me to leave before project closed", has a general weighted mean of 4.17 interpreted as Agree, in comparison to respondent's response team members has a weighted mean of 4.60 interpreted as Strongly Agree while Project manager has a weighted mean of 3.75 interpreted as Agree. In the Statement relating to normative commitment has a statement "This project deserves my loyalty", has a general weighted mean of 4.37 interpreted as Strongly Agree, in comparison to respondent's response team members has a weighted mean of 4.86 interpreted as Strongly Agree while Project manager has a weighted mean of 3.88 interpreted as Agree.

The general weighted mean for Statements Relating to Team Commitment is 4.09 interpreted as Agree, in comparison for Team members has 4.47 interpreted as Strongly Agree and 3.71 for Project managers interpreted as Agree. Overall, this implies that the respondents have an Agree response towards Statements Relating to Team Commitment.

Table.9. Statements Relating to Organizational Culture

Statement	Weighted Mean		GWM	Interpretation
	Member	Leader		
Statements Relating to Organizational Culture				
Statutory requirements made it easy for staff to leave the project before closure	4.29	1.88	3.08	Neutral
The project company provided fair terms of service to the staff	3.64	1.75	2.70	Neutral
General Weighted Mean	3.96	1.81	**2.89**	**Neutral**

Legend:

4.21 - 5.00 Strongly Agree
3.41 - 4.20 Agree

2.61 - 3.40 Neutral
1.81 - 2.60 Disagree
1.00 - 1.80 Strongly Disagree

As shown in the table above, Statements Relating to Organizational Culture, 2 statements are presented and interpreted in comparison to response of Team members and project manager.

The highest general weighted mean of 3.08 interpreted as Neutral fell under statement 2 "Statutory requirements made it easy for staff to leave the project before closure." in comparison to respondent's response team members has a weighted mean of 4.29 interpreted as Strongly agree while Project manager has a weighted mean of 1.88 interpreted as Disagree. The least general weighted mean of 2.70 interpreted as Neutral fell under statement 1 "The project company provided fair terms of service to the staff." in comparison to respondent's response team members has a weighted mean of 3.64 interpreted as Agree while Project manager has a weighted mean of 1.75 interpreted as Strongly Disagree.

The general weighted mean for Statements Relating to Organizational Culture is 2.89 interpreted as Neutral, in comparison for Team members has 3.96 interpreted as Agree and 1.81 for Project managers interpreted as Disagree. Overall, this implies that the respondents have a Neutral or undecided response towards Statements Relating to Organizational Culture.

Table.10. Statements Relating to Project Performance

Performance	Weighted Mean	Rank
Current Actual Cost of Performed Work (ACWP)	2,742,338.75	2
Budgeted Cost of Work Performed (BCWP)	2,005,750.00	3
Budgeted Cost Work Scheduled (BCWS)	2,928,363.13	1
General Weighted Mean	**2,558,817.29**	

As shown in the table above, Statements Relating to Project Performance, 3 performance indicators are presented and interpreted from highest to lowest weighted mean.

Budgeted Cost of Work Scheduled (BCWS) has the highest weighted mean of 2,928,363.13 followed by Current Actual Cost of Performed Work (ACWP) having a weighted mean of 2,742,338.75. the least weighted mean of 2,005,750.00 fell under Budgeted Cost of Work Performed (BCWP). The overall general weighted mean is 2,558,817.29.

Table.11. Significant Difference in The Respondent's Perception Toward Transformational Styles, Relation to Team Commitment and To Organizational Culture Between Team Members and Project Manager

Difference	t-computed value	P-value	t-tabular value	Decision
Transformational Styles	-3.574300	0.001	2.010635	Significant
Team Commitment	6.731763	0.0000	2.010635	Significant
Organizational Culture	12.76538	0.0000	2.010635	Significant

Using independent t - test for testing significant difference in the respondent's perception toward transformational styles, relation to team commitment and to organizational culture between team members and project manager: for Transformational Styles has t - computed value of -3.5743 and p – value of 0.001(significant), for Team Commitment has t - computed value of 6.731763 and p – value of 0.0000(significant), and for Organizational Culture has t - computed value of 12.76538 and p – value of 0.0000(significant).

If p – value < 0.05: Reject Ho: Significant

Overall, results imply that there is significant difference in the respondent's perception toward transformational styles, relation to team commitment and to organizational culture between team members and project manager.

Table.12. Significant Relationship Between the Respondent's Transformational Styles and Project Performance of The Selected Construction Companies

Correlation	r-value	F-value	P-value	Decision
Current Actual Cost of Performed Work (ACWP)	0.3	0.39	0.56	Not Significant
Budgeted Cost of Work Performed (BCWP)	0.3	0.58	0.48	Not Significant

Budgeted Cost of Work Scheduled (BCWS)	0.1	0.08	0.79	Not Significant

Using Regression analysis, Pearson r for testing significant relationship between the respondent's transformational styles and project performance of the selected construction companies, results are: for correlation between transformational styles and Current Actual Cost of Performed Work (ACWP) has r - value of 0.25(negligible correlation) and p – value of 0.56(not significant), for correlation between transformational styles and Budgeted Cost of Work Performed (BCWP) has r - value of 0.30(negligible correlation) and p – value of 0.48(not significant) and for correlation between transformational styles and Budgeted Cost of Work Scheduled (BCWS) has r - value of 0.11(negligible correlation) and p – value of 0.79(not significant).

If p – value < 0.05: Reject Ho: Significant

Overall, results imply that there is no significant relationship between the respondent's transformational styles and project performance of the selected construction companies.

V. Findings, Conclusion And Recommendation

This chapter presents the conclusions inferred from the findings and the recommendations based on the findings and conclusions. In order to arrive at a thematic synthesis of the study at hand, the researcher will summarize its findings alongside with the problems sought.

5.1 Conclusion

After having presented the findings of this undertaking, the research will now infer logical conclusions:

- As to the profile of the participants in terms of Gender, findings reveal and concluded that majority of the respondents are Male. An implication of Masculinity gender dominance. As to the profile of the participants in terms of Position, findings reveal and concluded that majority of the respondents are Team Members. An implication of having greater number of subordinates. As to the profile of the participants in terms of Age, findings reveal and concluded that majority of the respondents are age 41 to 50 years old. An implication that the respondents are middle age or beyond adulthood. As to the profile of the participants in terms of Educational Attainment, findings reveal and concluded that majority of the respondents have a Master's Degree. An implication that the respondents have pursue their post graduate studies. As to the profile of the participants in terms of Year of Work Experience, findings reveal and concluded that majority of the respondents have 5 to 7 years' experience. An implication that the respondents have established enough work experience.
- As to the perception of the respondents in transformational styles, findings reveal and concluded that the respondents have a strongly agree or Strong positive response towards Statements Relating to Transformational Leadership Styles.
- As to the perception of the respondents in relation to team commitment, findings reveal and concluded that the respondents have an Agree or Positive response towards Statements Relating to Team Commitment.
- As to the perception of the respondents in relation to organizational culture, findings reveal and concluded that the respondents have a Neutral or undecided response towards Statements Relating to Organizational Culture.
- As to the project performance of the selected construction companies, findings reveal and concluded that the respondents project performance cost is 2.5 million.
- As to the significant difference in the respondent's perception toward transformational styles, relation to team commitment and to organizational culture between team members and project manager, findings reveal and concluded that there is significant difference in the respondent's perception toward transformational styles, relation to team commitment and to organizational culture between team members and project manager
- As to the significant relationship between the respondent's transformational styles and project performance of the selected construction companies, findings reveal and concluded that there is no significant relationship between the respondent's transformational styles and project performance of the selected construction companies.

5.2 Recommendations

- Based on the abovementioned findings and conclusions, the researcher recommends the following to assess the transformational leadership style and its impact on the performance of construction companies in Pampanga, Philippines.
- Project managers should have clear policies on reward schemes for every task completed within set parameters for every member of the project team. Projects managers got to maintain an in depth check out project activities and take appropriate measures to stop mistakes from happening. Project managers should lead by being model of ethical and ethical standards to be emulated by the team members.
- Managers should encourage their teams to seek out solutions to challenging problems within the projects. This assist finds new and ingenious methods of tackling challenges. To facilitate deism, project managers should inspire team members to possess a collective sense of mission towards project's goals. this will be done by encouraging team members to hunt assistance amongst themselves before escalating challenging situations to management.
- Project managers should foster a conducive environment that motivates team members to figure through the top of the project. Completing all project tasks with an equivalent team is vital considering the initial team that features a sense of mission towards achieving project goals is probably going to ascertain of all the project tasks consistent with the initial design of the project. Projects should have fair selection and recruitment processes to make sure only the specified skills and qualifications are acquired and retained within the project. Fair terms of service will enable projects to draw in and retain highly skilled project team. Proper terms of service discourage apathy among project team especially in highly specialized short-term projects. It fosters a standard sense of mission and enables the project team to figure with extreme diligence and ethics thus ensuring project objectives are achieved as scheduled.

5.3 Suggestion

Suggestions for further studies supported the findings of the study and limitations, some areas are suggested for further study.

First, the study used a descriptive survey, there's need for a longitudinal research design that might study project performance from start to completion hence be ready to determine leadership style at different phases of the projects.

Secondly, the study only used cost and schedule performance to work out project performance. other factor is often included in future studies to determine project performance like client and stakeholder satisfaction and the way the project has impact on the environment.

Thirdly, housing construction projects is merely some of construction projects. Future studies got to expand to other construction projects of public and personal utilities to research their performances within the various sector of economy.

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