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Leadership Practices and Employee Motivation of Selected Tenant General Contractors in a Medium-Scale Commercial Project: Basis for a Workforce Engagement Program

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Abstract

This study examined the relationship between leadership practices and employee motivation among construction workers employed by selected tenant general contractors in a medium-scale commercial project in Santa Rosa, Laguna, Philippines, as a basis for developing a Workforce Engagement Program. Anchored in Full-Range Leadership Theory and Self-Determination Theory, the study employed a quantitative descriptive-correlational research design involving 63 construction workers from five tenant general contractors selected through total enumeration. Data were collected using an expert-validated structured survey questionnaire and analyzed using frequency, percentage, weighted mean, and Pearson product-moment correlation. Findings revealed that most respondents had limited construction experience and relatively short company tenure. Leadership practices were generally perceived positively, with supervisory support receiving the highest weighted mean (3.76), while recognition and appreciation received the lowest (2.82), indicating weaknesses in formal monetary and non-monetary recognition. Employee motivation was generally high, particularly intrinsic motivation (3.72), followed by professional growth (3.58) and extrinsic motivation (3.57). However, the relationship between leadership practices and employee motivation was statistically nonsignificant ($r = -0.022$, $p = 0.864$). The study proposed KILOS-KAPWA: A Construction Workforce Engagement and Recognition Program to strengthen supervisory communication, employee recognition, professional development, workplace support, and participatory decision-making. The findings align with Sustainable Development Goal 8 (Decent Work and Economic Growth) and Sustainable Development Goal 9 (Industry, Innovation and Infrastructure). The proposed program may contribute to organizational and socioeconomic sustainability by supporting workforce engagement, employee development, and responsible construction workforce management, although its effectiveness requires evaluation following implementation.

Keywords: Construction Workforce; Employee Motivation; Leadership Practices; Professional Development; Supervisory Support; Workforce Engagement

1. Introduction

Leadership practices and employee motivation are essential to effective workforce management in commercial construction projects, where employees perform physically demanding tasks under strict schedules and safety requirements. Effective supervision, communication, recognition, and employee support may influence worker motivation, cooperation, and performance. This study examines the relationship between leadership practices and employee motivation among construction workers of selected tenant general contractors in a medium-scale commercial project. The findings will serve as the basis for developing a Workforce Engagement Program to strengthen supervisory practices and employee engagement.

Construction projects require effective leadership to coordinate workers, communicate responsibilities, and maintain workplace cooperation. Supervisory practices involving clear instructions, recognition, and employee support may influence workers' motivation and willingness to accomplish assigned tasks. In the Philippines, Fontanilla et al. (2024) found a significant but weak positive relationship between leadership styles practiced by construction firms and those preferred by workers, highlighting the importance of understanding employee expectations. Among tenant general contractors, differences in supervisory approaches may contribute to varying motivational experiences, emphasizing the need to examine leadership practices within the project setting.

Leadership practices influence employee engagement and construction workforce performance. Jobara (2026) emphasized that transformational leadership promotes motivation and engagement, while transactional and directive approaches support performance monitoring and operational control. Participative leadership further encourages employee involvement. Similarly, Rotimi (2021) associated transformational leadership with improved employee performance, while Lin (2026) identified its positive contributions to project success, safety performance, and team climate. Oswald (2022) highlighted the importance of safety leadership, recognition, and supportive supervisor-worker relationships, whereas Rotimi (2021) identified passive supervision as detrimental to workforce morale. Employee motivation is equally important in construction management. Fareed (2024) found that motivation positively influences project performance, while Yante (2024) associated motivation with organizational commitment and reduced employee turnover. Relevant motivational factors include compensation, recognition, working conditions, training, job security, and coworker relationships as important motivational factors. These findings suggest that leadership practices involving communication, recognition, support, and employee development may contribute to workforce motivation and engagement.

International studies emphasize the importance of leadership in construction workforce management. Research in New Zealand identified the negative effects of passive supervision on employee performance (Rotimi, 2021), while Australian findings highlighted supportive leadership and effective safety communication (Oswald, 2022). In Myanmar, transformational leadership was associated with project success, safety performance, and positive team conditions (Lin, 2026). In the Philippines, Fontanilla et al. (2024) examined leadership preferences among construction workers in Luzon, emphasizing the importance of aligning leadership approaches with employee expectations. However, the relationship between leadership practices and employee motivation among tenant general contractors in a medium-scale commercial project remains insufficiently examined within the reviewed literature.

This study is anchored in Full-Range Leadership Theory and Self-Determination Theory. Bass and Avolio's (1994) Full-Range Leadership Theory (FRLT) explains transformational and transactional leadership behaviors, emphasizing inspiration, communication, recognition, feedback, and rewards. Supportive leadership practices may strengthen workplace trust and commitment in construction environments. This theory supports the examination of supervisory support, communication and feedback, recognition and appreciation, professional development, and employee participation in decision-making. Self-Determination Theory explains motivation through the psychological needs for autonomy, competence, and relatedness (Deci & Ryan, 1985). Workplace recognition, employee participation, and professional development may strengthen motivation and engagement. Together, these theories provide a foundation for examining the relationship between leadership practices and intrinsic motivation, extrinsic motivation, and professional growth among construction workers.

Although previous studies have examined leadership styles, workforce performance, and employee motivation in construction organizations, limited evidence within the reviewed literature specifically addresses the relationship between leadership practices and employee motivation among selected tenant general contractors in a medium-scale commercial project. This study addresses this gap by determining the perceived levels of leadership practices and employee motivation and examining whether a significant relationship exists between these variables. The findings will provide a basis for developing a Workforce Engagement Program focused on supervisory support, communication, recognition, professional development, and employee participation.

The study aligns with Sustainable Development Goal 8 (Decent Work and Economic Growth) by emphasizing supportive leadership, employee motivation, and workforce engagement as factors relevant to productive

employment and improved working conditions. It also relates to Sustainable Development Goal 9 (Industry, Innovation and Infrastructure) through its focus on workforce management and organizational effectiveness within commercial construction projects. The proposed Workforce Engagement Program may support these goals by identifying opportunities to strengthen supervisory practices and employee participation.

The study contributes to socioeconomic and organizational sustainability by examining leadership practices and motivational factors that may influence employee commitment, cooperation, and workplace engagement. Its findings may assist tenant general contractors in identifying supervisory strengths and areas requiring improvement. The proposed Workforce Engagement Program is intended to promote supportive leadership, effective communication, employee recognition, and professional development, providing a practical foundation for sustainable workforce engagement in commercial construction projects.

2. Material and methods

2.1 Research Design

The study utilized a quantitative descriptive-correlational research design to assess leadership practices and employee motivation among construction workers. The descriptive component determined the perceived levels of both variables, while the correlational component examined whether a significant relationship existed between them. A structured survey questionnaire was used to collect numerical data aligned with the research objectives.

2.2 Locale of the Study

The study was conducted at the SM Nuvali project site along Santa Rosa–Tagaytay Road, Barangay Santo Domingo, Santa Rosa, Laguna, Philippines. The site was selected because it involved construction workers employed by selected tenant general contractors participating in a medium-scale commercial project, providing an appropriate setting for examining leadership practices and employee motivation.

2.3 Respondents of the Study

The study population consisted of 63 construction workers employed by selected tenant general contractors at the commercial project site. Respondents provided information regarding their perceived leadership practices and employee motivation. Their demographic profiles were described according to years of construction experience and months of service with their respective tenant general contractors.

2.4 Sample and Sampling Procedure

The researchers employed total enumeration sampling because the accessible population consisted of only 63 qualified construction workers. All eligible workers were invited to participate, allowing the researchers to obtain information from the entire accessible population rather than selecting a smaller sample. The final number of respondents depended on the eligible workers who voluntarily agreed to participate.

2.5 Research Instrument

Data were collected using a structured survey questionnaire, a standardized instrument designed to obtain information relevant to the research objectives (Bhandari, 2021). The questionnaire consisted of three parts: respondents' demographic profiles, perceived leadership practices, and employee motivation. A Likert-type scale was used to measure responses concerning leadership practices and motivation. The instrument underwent expert validation to establish content validity before administration. Printed questionnaires were administered face-to-face to eligible construction workers.

2.6 Data Gathering Procedure

The researchers secured permission from the appropriate authorities and selected tenant general contractors before conducting the study. Following questionnaire validation, coordination was undertaken with authorized representatives and supervisors to facilitate data collection. Respondents were informed about the study's purpose, voluntary participation, and confidentiality of their responses. Printed questionnaires were personally distributed to qualified construction workers at the project site. Respondents received clear instructions and sufficient time to complete the instrument. Completed questionnaires were collected, checked for completeness, and organized for statistical analysis. The results were subsequently used to assess leadership practices, employee motivation, and their relationship as a basis for the proposed Workforce Engagement Program.

2.7 Data Analysis Techniques

The collected data were analyzed using frequency and percentage, weighted mean, and Pearson Product-Moment Correlation Coefficient. Frequency and percentage were used to describe respondents' demographic profiles, particularly their years of construction experience and months of service. Weighted mean was employed to determine the perceived levels of leadership practices and employee motivation. Pearson Product-Moment Correlation Coefficient was used to examine the relationship between the two variables and determine whether a statistically significant association existed.

3. Results and Discussion

3.1 Demographic Profile of the Respondents

3.1.1 Construction Experience and Length of Service

Most respondents had less than one year of construction experience (38.10%), followed by 1–5 years (33.33%), 6–10 years (20.63%), and 11–15 years (7.94%). No respondents reported 16 years or more of construction experience. Regarding company tenure, 47.62% had served for less than one year, 38.10% for 1–5 years, and 14.29% for 6–10 years. No respondents had served for more than 10 years. These findings indicate that the respondents were predominantly workers with limited construction experience and relatively short company tenure. Previous studies identified experience as an important factor influencing safety awareness, productivity, and workplace behavior (He, 2023; Koc, 2022; Kadir, 2022). Less experienced workers may face greater occupational risks and workplace stress (Dodanwala, 2021; Bilim, 2025), whereas experienced workers generally demonstrate greater workplace confidence (Liang, 2022). Similarly, De Asis (2023) identified a concentration of construction workers within lower experience ranges, emphasizing the importance of considering experience when assessing leadership and motivation.

3.1.2 Distribution of Respondents by Tenant General Contractor

The 63 respondents represented five tenant general contractors. HAKI Engineering & Electro-Mechanical Services accounted for 20 respondents (31.75%), followed by GQD Engineering Services with 18 (28.57%), CMB Engineering Works with 10 (15.87%), First Dragon Construction Co. with 8 (12.70%), and JCC Construction Supply with 7 (11.11%). The distribution reflects workforce participation across different contractors, allowing the study to capture perceptions from multiple construction teams. Including respondents from different organizations provides broader insights into leadership and workplace management practices (Tukundane & Yang, 2024; Oladiran & Simeon, 2024; Bageis et al., 2021). This approach is consistent with construction management research involving employees from different organizations (Bajet, 2025; Agumba and Ansary, 2021).

3.2 Perceived Level of Leadership Practices

3.2.1 Provision of Supervisory Support

Provision of support obtained an overall weighted mean of 3.76 (Strongly Agree), the highest among the leadership dimensions. Providing tools, equipment, and materials received the highest rating (3.89), followed by necessary information and resources (3.84), supervisory guidance (3.76), and responses to work-related problems (3.54). All indicators were interpreted as Strongly Agree. The findings indicate positive perceptions of supervisory support, particularly in providing resources and guidance. Adequate equipment, instructions, and assistance contribute to effective task performance (Lakhiara, 2021; Alshammari, 2025). Supportive supervision also promotes skills development and worker confidence (Kissi, 2023; Liu, 2024; Cui, 2025), while effective guidance and communication support safety compliance and worker participation (Lyu, 2025).

3.2.2 Communication and Feedback

Communication and feedback recorded an overall weighted mean of 3.51 (Strongly Agree). Constructive feedback received the highest rating (3.59), followed by opportunities to raise concerns and suggestions (3.53), timely communication of work-related changes (3.49), and clarity of work instructions and project expectations (3.41). All indicators were interpreted as Strongly Agree. These findings reflect favorable perceptions of supervisory communication, although clarity of instructions received the lowest rating within this dimension. Constructive feedback supports employee performance improvement (Su, 2022; Kan, 2026), while open communication encourages workers to express concerns and participate in workplace discussions (Cong, 2023; Lyu, 2025). Clear instructions also help reduce misunderstandings, improve work quality, and support safety compliance (Loudoun, 2024).

3.2.3 Recognition and Appreciation

Recognition and appreciation obtained an overall weighted mean of 2.82 (Agree), the lowest among the leadership dimensions. Acknowledgment of accomplishments received the highest rating (3.52), followed by appreciation of workers' efforts (3.40), both interpreted as Strongly Agree. However, monetary incentives (2.21) and non-monetary recognition, including commendations and certificates (2.16), were interpreted as Disagree. The findings suggest that workers receive supervisory appreciation but perceive formal recognition and reward systems as less consistently provided. Positive acknowledgment contributes to employees' sense of value and support (Yang, 2022; Oswald, 2022; Mustapha, 2025), whereas inadequate recognition may reduce satisfaction and motivation (Aung, 2023; Jesumoroti, 2021). Consistent monetary and non-monetary recognition can

encourage workforce engagement (Presslee, 2023), making this dimension a potential priority for the proposed Workforce Engagement Program.

3.2.4 Professional Development

Professional development recorded an overall weighted mean of 3.41 (Strongly Agree). Opportunities for task-related training received the highest rating (3.49), followed by technical and safety training (3.41). Encouragement to attend training programs and support for additional skills or certifications both obtained 3.37. All indicators were interpreted as Strongly Agree. The findings indicate that respondents positively perceived employers' support for professional development. Training improves technical competence, confidence, and safe work performance (Wang, 2025; Cao, 2021). Practical learning activities strengthen safety knowledge, while continuous skills development and certification opportunities support professional growth (Hung, 2023).

3.2.5 Participation in Decision-Making

Participation in decision-making obtained an overall weighted mean of 3.51 (Strongly Agree). Encouragement to discuss workplace concerns and solutions received the highest rating (3.57), followed by consideration of feedback for improving procedures (3.51), consultation regarding work procedures (3.49), and consideration of employee suggestions in decision-making (3.46). All indicators were interpreted as Strongly Agree. These findings indicate that supervisors encourage employee participation in workplace discussions and decisions. Open communication and consultation promote supportive workplace relationships (Cong, 2023; Kim, 2023). Worker involvement also supports risk identification, problem-solving, and improved construction practices (Ashraf, 2022; Kasimu, 2025; Kwon, 2025). Participative leadership further encourages teamwork, mutual respect, and employee engagement (Kissi, 2023; Elsetouhi, 2022). Overall, leadership practices were positively perceived, with provision of support receiving the highest weighted mean (3.76) and recognition and appreciation the lowest (2.82). The findings identify formal employee recognition as an area requiring particular attention.

3.3 Perceived Level of Employee Motivation

3.3.1 Intrinsic Motivation

Intrinsic motivation obtained an overall weighted mean of 3.72 (Strongly Agree), the highest among the motivation dimensions. Personal fulfillment from completing assigned tasks received the highest rating (3.81), followed by contributing to project progress (3.73), pride in workmanship (3.70), and satisfaction from seeing completed work (3.63). All indicators were interpreted as Strongly Agree. These findings indicate that respondents derive motivation from personal accomplishment, meaningful contributions, and pride in their work. Personal fulfillment and achievement strengthen employee motivation and commitment (Fishbach, 2021; Ndudi, 2023). Intrinsic motivation also supports construction workforce performance and responsibility (Nguyen, 2022; Astana, 2023), while confidence and personal development contribute to engagement and well-being (Nguyen, 2024; Hu, 2025).

3.3.2 Extrinsic Motivation

Extrinsic motivation recorded an overall weighted mean of 3.57 (Strongly Agree). Motivation associated with belonging to the contractor's workforce received the highest rating (3.76), followed by salary, allowances, and benefits (3.59), performance-based incentives (3.56), and tangible rewards (3.37). All indicators were interpreted as Strongly Agree. The findings indicate that organizational affiliation, compensation, and incentives are important external motivators. Financial benefits and job security contribute to employee motivation (Soliman, 2021), while performance-based rewards encourage effort and commitment (Ndudi, 2023; Nguyen, 2024). Organizational belonging and positive workplace relationships also support motivation beyond financial compensation (Yang, 2026).

3.3.3 Professional Growth

Professional growth obtained an overall weighted mean of 3.58 (Strongly Agree). Participation in activities that improve technical skills and performance received the highest rating (3.67), followed by training opportunities (3.57), skills development for career advancement (3.56), and continuous improvement of construction knowledge and skills (3.54). All indicators were interpreted as Strongly Agree. These findings reflect workers' motivation to strengthen their competencies and pursue career development. Technical training and continuous learning improve workplace confidence and performance (Manoharan, 2023; Maduekeh, 2023). Development opportunities also encourage employee engagement and commitment (Niati, 2021; Juita, 2026), while career advancement, skill recognition, and promotion prospects support long-term motivation and retention (Xie, 2022; Amoah, 2023). Overall, respondents demonstrated strong motivation across all three dimensions, with intrinsic motivation receiving the highest weighted mean (3.72), followed by professional growth (3.58) and extrinsic motivation (3.57). These findings indicate that personal accomplishment, development opportunities, and external incentives are relevant motivational considerations among the construction workers.

3.4 Relationship Between Leadership Practices and Employee Motivation

Pearson Product-Moment Correlation analysis involving 63 respondents yielded a correlation coefficient of $r = -0.022$, with a two-tailed p-value of 0.864 and 61 degrees of freedom. Since the p-value exceeded the 0.05 significance level, the null hypothesis was not rejected. The result indicated a very weak negative and statistically nonsignificant relationship between leadership practices and employee motivation. The findings indicate that perceived leadership practices were not significantly linearly associated with employee motivation among the respondents. Although workers generally reported favorable leadership practices and strong motivation, these ratings did not establish a meaningful statistical relationship between the two variables. Consequently, the proposed Workforce Engagement Program may address identified areas for improvement, particularly formal recognition and appreciation, without assuming that improvements in leadership practices will necessarily produce corresponding increases in employee motivation.

4. Conclusion & Recommendations

The study revealed that most construction workers had limited construction experience and relatively short company tenure. Leadership practices were generally perceived positively, particularly supervisory support, while recognition and appreciation, especially monetary and non-monetary rewards, required improvement. Employee motivation was generally high, with intrinsic motivation receiving the highest rating, followed by professional growth and extrinsic motivation. However, the findings revealed a very weak negative and statistically nonsignificant relationship between leadership practices and employee motivation ($r = -0.022$, $p = 0.864$), resulting in the non-rejection of the null hypothesis. Based on these findings, the KILOS-KAPWA: A Construction Workforce Engagement and Recognition Program was proposed to strengthen communication, employee recognition, professional development, workplace support, and participation in decision-making, with its effectiveness subject to evaluation following implementation.

Construction workers are encouraged to participate in workplace discussions, safety briefings, and technical training to strengthen their skills and performance. Project managers and supervisors should maintain operational support, clear communication, timely feedback, and employee participation in decision-making. Tenant general contractors are recommended to implement fair and transparent recognition initiatives, including performance bonuses, safety awards, and certificates of commendation, while sustaining technical skills development and safety training opportunities. Future researchers are encouraged to conduct similar studies in other geographical locations and larger construction projects and examine additional factors influencing employee motivation to support improvements in leadership practices and workforce engagement.

The study was limited to 63 construction workers employed by five selected tenant general contractors in a medium-scale commercial project in Santa Rosa, Laguna, Philippines. Its findings were based on respondents' self-reported perceptions of leadership practices and employee motivation within the selected project setting, which may limit their generalizability to other construction companies, geographical locations, and larger infrastructure projects. Furthermore, the descriptive-correlational design examined associations between variables without establishing causality. The proposed KILOS-KAPWA Workforce Engagement and Recognition Program was not evaluated for effectiveness, as its implementation and assessment were beyond the scope of the study.

5. Compliance with ethical standards

The authors conducted the study in accordance with ethical principles for human-participant research, ensuring voluntary participation and confidentiality of respondents' information. Participants were informed of the study's purpose, and data were collected through non-invasive survey questionnaires administered to construction workers of selected tenant general contractors at the SM Nuvali project site in Santa Rosa, Laguna, Philippines. The necessary permissions were secured from appropriate authorities and participating contractors before data collection, and the findings were reported without disclosing personally identifying information.

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