Management And Leadership Model In Small Industries

Wlamyr Palacios Alvarado[1], Marvin Vladimir Dávila Perez[2], Álvaro Junior Caicedo Rolon[3]

[1]Faculty of Engineering, Francisco de Paula Santander University Cúcuta, Colombia,
https://orcid.org/0000-0002-4292-4178

[2]Faculty of Business Sciences, Francisco de Paula Santander University Cúcuta,
Colombia,https://orcid.org/0000-0002-6935-2413

[3]Faculty of Engineering, Francisco de Paula Santander University Cúcuta, Colombia,
https://orcid.org/0000-0002-3651-3364

Abstract

The leadership style is the way of reflecting the behaviors and the way that an organizational leader uses to achieve the objectives proposed by the organizations in direct agreement between its employees and the environment where it operates. It is necessary that the businessmen of the region identify with an organizational leadership, therefore the objectives of the article is to show the reader the characterization and predominant description of said leaders, in order to review how they are interfering with the achievement of the goals of the companies in their charge, and how they can adjust their personal attitudes and interrelationships to improve their management. In the same way, it is the result of a study framed within the quantitative paradigm of a descriptive type. The population for the investigation that was carried out is made up of all the managers of the medium-sized manufacturing companies of the City of San José de Cúcuta that, according to the information provided by the Chamber of Commerce of the City, the manufacturing companies, currently the number of companies industrial companies that remain valid as of May 11, 2008 is 161 companies, 140 small, 11 medium and 10 large, the number of medium-sized companies being taken into account as the population during the research work. According to the characteristics studied and the most relevant conclusions reached by the study, it was found, among others, that although a large percentage of the managers surveyed state that they have more than four (4) years of experience in the position, and a good percentage have with specialized studies there is an absence of formal education in master's degrees and doctorates. According to the characteristics studied, it was deduced that the trend of the leaders or managers of the industrial sector of medium-sized companies in the city of Cúcuta, Colombia, is towards the Personalist Style, Framed In The Classification Of Warren Bennis And Burt Nanus.

Keywords:theoretical bases, innovation, leadership, creativity, change.

Introduction

Today, in studies on management and organization, leadership styles have become a topic that worries the great management experts and theorists in the administrative field. This can be seen in the big international events on management, where leadership is a permanent thematic actor in this type of event,

as can be seen in the Expomanagement 2005, 2006 and 2007 held in Madrid, Mexico City and Sao Pablo. The Word Business Forum 2006 held in Chicago and the Expogestión 2006 and 2007 held in Bogotá. Likewise, commercial newspapers and magazines such as The Wall Street Journal, Fortune, Forbes, Fast company, Business Week, Poder, Portfolio, Dinero, Gestión, among others and scientific magazines such as Harvard Business Review, Business Strategic Review,

For this reason, it is necessary to mention that currently, leadership programs are not offered for entrepreneurs or managers of the main companies in the city, but there are some non-formal courses that are given to employees of small companies, through the National Learning Service (SENA), these courses lose meaning, since results are not monitored and are developed with non-managerial personnel. "Leadership is the personal influence exercised in a situation and directed (through a communication process) to achieve one or several particular goals, for the good of several or of a group", says Hersey, Blanchard and Johnson (1998); For this reason, it is essential that the industrial sector of the city begin to develop this fundamental issue as a means to achieve goals and objectives.

The Chamber of Commerce of the city of San José de Cúcuta promotes national and international projection and improvement of the competitiveness of the city and its region, as well as the development of the business community for the generation of wealth and quality of life; Said entity states that it does not have information regarding the predominant leadership styles in the region, as was stated by the management personnel (Academic Chancellors and Vice Chancellors) of the higher education educational cloisters such as the Francisco de Paula Santander University (UFPS). , the University of Santander (UDES) and the Free University of San José de Cúcuta (ULSJC); Therefore, it is logical to assume that the region is unaware of this issue.

Method

The research was framed within the quantitative paradigm, this approach is commonly associated with measurement, that is, with the act of using mathematical formulas or statistics, according to Cerda (2002) the quantitative is associated with measurement, that is, any property that is capable of increasing or decreasing, it is linked to the concept quantity (p. 47). Descriptive research reaches the enumeration and interpretation of a series of characteristics or elements that make up the phenomenon, object of study. According to Best, J W. cited by Tamayo (1996) includes the description, registration, analysis and interpretation of the current nature, and the composition or processes of the phenomena. (p.46)

The description leads the investigator to present the facts as they occur; it can be affirmed that it groups and converts into information, facts and events that characterize the observed reality; Thus, with this the necessary conditions are prepared for the explanation of these. (p. 51) The type of research was oriented towards the search for conclusions regarding the predominant leadership style in manufacturing or industrial companies in the capital of the Department of Norte de Santander in Colombia as mentioned above. The population for the investigation to be carried out is made up of the 11 medium-sized companies that exist to date in the city as previously stated, information provided by the City Chamber of Commerce in its Department of Promotion and Development, which is in charge of keeping control of all new companies and those that cease their work in the city in its different sectors. Therefore, the research had a sample character. It will not be applied in this case, since the investigation was carried out with the managers of medium-sized companies, which are currently eleven (11) companies.

For the data collection, an instrument was used and after having analyzed and corrected several times the operationalization of variables allowed to measure the frequency of behavior developments, under a Likert-type staggering, which served to identify the most frequent behaviors. use, in reference to what was established by Bennis and Nanas in their theory. The content validation of the instruments was carried out by the "Expert Judgment" procedure. It was delivered to three Research experts. In this regard,

Nomokfroosh (1998), states: "There are two basic forms of validity, external and internal, the latter is the ability of the instrument to measure what has been proposed" (p. 231). Through their observations, some items were reformulated. After the validation of the instrument, a pilot test was applied to determine its reliability with the SSPS V.10 program. The reliability of the instrument was calculated through Cronbach's Alpha, and it gave 0.7660.

According to Ruiz Bolívar, every indicator must be contrasted for its interpretation according to the following table:

Table 1. Reliability ranges for instrument validity

#	ranks	Reliability
1	0.81 to1.00	Very high reliability
2	0.61 to0.80	high
3	0.41 to0.60	moderate
4	0.21 to0.40	Low
5	0.10 to0.20	Very low

This means that the instrument obtained a high reliability.

Results

The instrument was directed to the managers of medium-sized industrial companies in San José de Cúcuta, through a form with structured and easy-to-answer questions, filled out by the interviewer and answered by the managers of the companies. Below is an indicator table of the percentages that reached the answers marked by the interviewees.

Table 2. Research Results

No.	Ask	Forever	Usually	Sometimes	Hardly ever	Never
1	Are the projects outlined in the organization executed to meet the objectives?	55%	Four. Five%	0%	0%	0%
2	Can the vision be redirected or changed at some point in the started business development?	0%	27%	55%	18%	0%
3	Does it stimulate creativity and innovation among its workers to fulfill what is embodied in the vision?	64%	27%	9%	0%	0%
4	Do workers participate in establishing	27%	55%	18%	0%	0%

	common goals to follow?					
5	Should the goals be communicated by various means of communication?	55%	36%	9%	0%	0%
6	The goals should be suggested by the manager?	82%	18%	0%	0%	0%
7	Does the evaluation measure results?	27%	64%	9%	0%	0%
8	Is the evaluation necessary to make adjustments in the planning?	18%	73%	9%	0%	0%
9	Is the evaluation a tool for management to make sound decisions?	0%	73%	27%	0%	0%
10	Are you aware of current trends in the markets that the organization you lead is targeting?	36%	64%	0%	0%	0%
eleven	Is the administrative process, especially planning, carried out in the company according to trends?	18%	64%	18%	0%	0%
12	Do you commit your professional and social life in order to achieve achievements for the company?	0%	Four. Five%	Four. Five%	9%	0%
13	The leader and workers must write and internalize the vision and mission of the company?	73%	27%	0%	0%	0%

14	Do essential rules and regulations allow modifications?	0%	Four. Five%	55%	0%	0%
fifteen	Does a company without regulations achieve goals and objectives?	0%	0%	18%	36%	Four. Five%
16	Query workers' claims must strictly follow the line of authority?	55%	27%	18%	0%	0%
17	Are conflicts resolved with the participation of the actors?	Four. Five%	Four. Five%	9%	0%	0%
18	Is the leader the one who resolves conflicts directly?	Four. Five%	Four. Five%	9%	0%	0%
19	Conflicts are resolved according to established rules?	27%	64%	9%	0%	0%
twenty	Personal and professional growth is beneficial to gain respect among workers?	9%	55%	36%	0%	0%
twenty-one	Mutual respect is essential to build trust among workers?	27%	55%	9%	9%	0%
22	Is trust based on mutual respect and integrity?	36%	Four. Five%	9%	9%	0%
23	Communicate changes in the organization to workers?	Four. Five%	Four. Five%	0%	9%	0%
24	Do you engage your workers in the change processes?	73%	18%	0%	9%	0%
25	Do you design and sustain a viable niche market in your	9%	82%	9%	0%	0%

	external environment?					
26	Do you coordinate the processes in internal and external environments of your organization to seek positioning?	9%	73%	18%	0%	0%
27	Do you develop trend control systems that allow early warning of changes in the environment?	0%	91%	9%	0%	0%
28	The leader must accept the outdated updates and respond to requests expressed by his immediate workers?	0%	9%	73%	18%	0%
29	The leader must know himself to be able to understand others?	0%	Four. Five%	55%	0%	0%
30	Do you manage the emotions of your collaborators and guide them towards the achievement of organizational objectives?	9%	55%	36%	0%	0%
31	Does constant learning make it possible to face changes positively?	18%	64%	18%	0%	0%
32	Does an organization learn when its workers are trained?	Four. Five%	27%	27%	0%	0%

33	Does the organization learn from its experiences?	9%	55%	36%	0%	0%
3. 4	Do you assign roles in your organization based on specific criteria shared by all members?	0%	82%	18%	0%	0%
35	Each member of a work team must dedicate himself only to a task which he knows well?	18%	27%	Four. Five%	9%	0%
36	In your organization all the assigned tasks are carried out as a team?	9%	9%	55%	27%	0%
37	Distribute and organize the tasks to be done by the staff?	27%	64%	9%	0%	0%
38	Are the workers comfortable with the assigned tasks?	0%	91%	9%	0%	0%
39	The tasks must be carried out despite the difficulties?	18%	73%	9%	0%	0%
40	Decisions must be made in consensus with the workers who are directly affected?	9%	18%	55%	18%	0%

conclusions

In order to draw the conclusions, the results and the analysis of the graphs found in the research document were taken into account and which allowed the following information to be obtained with respect to the proposed objectives:

1. Determine the behaviors that characterize the leadership styles of the managers of medium-sized industrial companies in San José de Cúcuta.

The results of the investigation with respect to this proposed objective taking into account the four (4) strategies of the theory of BENNIS W. and NANUS B., Leaders, the four keys of Effective Leadership,

which are: Attention through Vision; Meanings through Communication; Confidence through Positioning and The Deployment of the Self; It can be concluded that when applying the questions regarding the Vision of the future, the managers of the medium-sized industrial companies in the city of Cúcuta surveyed answered: the projects outlined in the organization are always executed to meet the objectives. Can the vision be changed at some point in business development?: The answer in a higher percentage was sometimes. And is creativity and innovation stimulated among your workers to comply with what is embodied in the vision?: The response with the highest percentage is always. Combined with these three (3) questions, the trend of the answers is almost always to have a vision of the future.

Regarding the questions regarding the participation of the workers in the establishment of the goals and their timely socialization, the answer among the managers of the medium-sized industrial companies is between almost always and always and when asked about the suggestions that the goals should be suggested by the manager the answer in a high percentage 82% is always. Regarding the questions corresponding to the evaluation: if it measures results, if it is a tool for management to make adjustments to planning and for making correct decisions, the answers coincide in "almost always". When it comes to questions that have to do with trends in vision care, it's almost always. The responses of the managers surveyed regarding their level of commitment to writing and fulfilling the vision range from always to almost always. It can be deduced that in this strategy planning is to some extent participatory and importance is given to human resources.

In the second strategy: meaning through communication; They were asked questions about regulations. It is deduced that these sometimes have the perception that they allow modifications and give some importance to the norms to achieve goals and objectives. Regarding the line of authority, they expressed awareness that workers must strictly follow the line of authority for their queries and claims. The managers surveyed regarding conflict management responded almost always and always; The questions asked were related to whether the actors in the conflict participate in finding the solutions, the leaders are the ones who solve the problems directly and the conflicts are resolved according to the established norms. When studying the third strategy: Trust through positioning and analyzing the sub-factors: mutual respect, change and positioning: mutual respect is almost always essential to generate trust among workers; And when it comes to whether trust is based on mutual respect and integrity, the answer is almost always. The answers to the questions related to the change processes is "always" by the surveyed managers, that is, the tendency is that the managerial leader always communicates and engages his workers in the changes of the organization. In addition, the answer is almost always evident to the question about whether you develop trend control systems and coordinate all the processes in the internal and external environments in your organization to seek positions.

In the investigation, when applying questions about the fourth strategy called: Deployment of the Self through self-consideration, it is concluded that they have a clear perception that the organization learns when its workers are trained. The managerial leader is aware that he must sometimes respond to requests made by his workers, that is, he grants some commitments to his employees. Almost always the managers surveyed manage and guide the emotions of their collaborators towards the achievement of the objectives. Managers almost always perceive that constant learning allows them to face changes positively and that the organization learns from their experiences. Two important characteristics must be deduced from this strategy: The tasks are almost always assigned by the leader according to the circumstances.

Regarding the tasks: super specialization, that is to say, that each member of a work team must dedicate himself to a single task which he knows very well, the managers answer that sometimes it must be done; it can be deduced that the surveyed leaders do not necessarily agree with super specialization. It can be observed, according to the responses of sometimes and almost never, that in their organizations all the assigned tasks are carried out in teams, but that there are very few teamwork tasks and they do not know

how to work in a team either. Almost always the tasks are distributed and organized by the leader. Workers almost always feel comfortable with the assigned tasks, the surveyed managers respond. Before the question: Do the tasks have to be carried out despite the difficulties? The answers of the surveyed managers are almost always. The answer "sometimes" for the question: Should decisions be made in consensus with the workers who are directly affected? It can be deduced that the decisions are not made entirely by consensus and that the tasks have little participation from a work team.

According to the information obtained on experience and education, a large percentage of the managers surveyed state that they have more than four (4) years of experience in the position, and a good percentage have specialized studies, a conclusion is then made in this regard. lack of formal education in masters and doctorates.

2. Description of the predominant leadership styles. Taking into account what was discussed in the theory: Leaders, the four keys to Effective Leadership, by the authors Warren Bennis and Burt Nanus, 1997, pp: 81-94, the three leadership styles of Social Architecture are characterized according to the following table:

Table 3. Characteristics of the three leadership styles of Warren Bennis and Burt Nanus

Features	Formalist	Smart person	collegiate
planning	Planning is autocratic and centralized.	It is done from above and is socialized among the workers.	It gives importance to human resources.
Decision making	Make decisions according to the rules.	Give some individual commitments.	Make decisions by consensus.
Importance of human resources	Forbids delegation; the rules are more important than the human being.	Evaluates the achievements obtained by the human resource.	The human resource or talent is very important, and gives empowerment to its collaborators.
source of power	Superior.	What I believe and feel.	What we think and say.
Foundations for growth	Follow an established order.	Act with awareness of the self.	Join peer groups.
position relative to others	hierarchical	Oriented to the individual.	Group oriented.

The most relevant characteristics found in the leaders of the medium-sized industry sector and according to the results of the surveys applied to managers were the following:

1. They almost always have a vision of the future.

2. Almost always planning is participatory and importance is given to human resources.

3.Sometimes they have the perception that they allow modifications and give some importance to the norms to achieve goals and objectives.

4.Regarding the line of authority, the surveyed managers are aware that workers must strictly follow the line of authority for their queries and claims.

5. Almost always the actors in the conflict participate in finding the solutions and almost always the leaders, whether on the part of the workers or management, resolve the conflicts.

6. Almost always, conflicts are resolved in accordance with established rules.

7. Mutual respect is almost always essential to build trust among Workers.

8. The tendency is that the managerial leader always communicates and commits his workers in the changes of the organization.

9.Almost always develops trend control systems and coordinates all processes in the internal and external environments in your organization to find positions.

10.There is a certain empowerment among workers.

11.The surveyed managers have a clear perception that the organization learns when its workers are trained.

12. The planning becomes participatory, but granting the workers some individual commitments.

13. Managers are aware that the organization learns when its workers are trained and it learns from their experiences.

14. Regarding the tasks: sometimes each member of a work team must dedicate himself to a single task which he knows very well.

15. Little is done in a team and they don't know how to work in a team either.

16. Almost always the tasks the leader distributes and organizes the tasks to be done.

17.Decisions are not made entirely by consensus.

According to these characteristics, it can be deduced that the trend of the leaders or managers of the industrial sector of medium-sized companies in the city of Cúcuta, Colombia, is towards the PERSONALIST STYLE, planning is done from within the organization with some participation. of employees and is socialized among workers, sometimes individual commitments are given among workers; the manager values the achievements obtained by the human resource, the source of power is "what I believe and feel", his bases for growth is to act with self-awareness, the position relative to his workers are oriented to the individual. The objectives of the managers are to expand their company and increase their profits with some participation of their workers in the planning, organization and decision making;

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