TRANSFORMATIONAL LEADERSHIP AND ITS EFFECTIVENESS IN PUBLIC COMPANIES IN THE SALINAS CANTON

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Abstract

This research analyzed the impact caused by transformational leadership in the selected public companies of the Salinas canton and whether this leadership style is applied in its entirety, as well as whether gender is a factor adopted in proportion by men or women, without any desire for controversy or comparison of competencies between them. An exploratory-descriptive type of research was used for the development of the topic, as well as a qualitative-quantitative design, with the support of a bibliographic study that included the review of theories and contributions of several authors. Furthermore, in the data collection, surveys were applied to workers and interviews with the leaders of the public companies involved in the study. Finally, details of the results obtained were presented, and the study proceeded with the formulation of conclusions and recommendations to demonstrate that transformational leadership is currently positive and that there is an impact caused by gender.

Keywords: Transformational Leadership, Public Enterprises, Management.

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1. Introduction

In the global context, the idealization of gender in countries that are currently under public opinion by the application of drastic rules according to their tradition, exercised by leaders of power groups to a sector of the population such as women, this event leaves the world with the question: Why is this happening in the 21st century? Undoubtedly, the customs and beliefs are respectable in every region of the planet; the extremes with which they have applied the object of criticism worldwide would be then (Sanchez, 2018).

From this context, in some companies, there are leaders without a defined leadership style since they combine styles such as transformational, transactional, autocratic, democratic, etc., of this transactional leadership is the most used in companies due to the habit of making decisions in their own proposing them some reward in exchange for it. Therefore employees must obey what the leader provides without being able to give any opinion, limiting them from contributing to the proposed objectives.

On the other hand, transformational leadership is defined as a process in which leaders are the people who encourage, help and motivate followers to get involved and thus can be innovative. It should also be considered that a good working environment and communication can interact and achieve success in organizations (Alapont, 2017).

The essence of this research will be based on knowing whether transformational leadership is adopted in greater proportion by men or by women and what impact it causes within organizations by applying this leadership style without the desire for confrontation or

comparing competencies between the two genders.

In this sense, the definition of gender in some countries worldwide has brought controversy and new topics of discussion for society in the field of culture, religion and customs; gender is defined as the natural selection granted by divine providence in its first instance, later it will be addressed by different reasons or circumstances (Scholtus, 2019).

In this first variable of gender, it will be made clear that the research will be based on the strength that this generates toward a good transformational leadership style, specifically in public sector companies.

The leader is born or made, a question that haunts the business world and whose answer will be observed in the development of this research project. However, regardless of the answer, it will be clear that gender and leadership coexist in an organization.

Every organization, whether in the public or private sector, has employees of different genders who have different leadership qualities, either because of their solid business training or vast personal experience. Therefore, this research will determine the congruence between gender and transformational leadership of employees in public sector companies in the canton of Salinas: Ministry of Economic and Social Inclusion (MIES), Decentralized Autonomous Government (GAD) of Salinas and the Civil Registry of Salinas.

Transformational leadership arises from the predominance of transactional in organizations, and this type of style can be defined as the one that appears more by the male gender; currently, there are impressions of what transactional leadership is in various ways and the power of the male gender to apply it (Cañeque, 2017).

In such a way, transformational leaders are those who do not impose opinions; they are identified as motivating, inspiring and innovative people; they work together with subordinates to reach the same goal respecting the ideas of each one. However, unlike transformational leaders, transactional ones promote compliance through incentives to collaborators who correctly perform tasks while punishing those who do not comply with the guidelines established within the company (Martin, 2017).

In the global context, women have been discriminated against for several years. Although, in this sense, in countries such as Afghanistan, Pakistan, India, Somalia, etc., it is considered that women are disrespected in their human rights, especially by the leaders of power groups, it has been evidenced that they possess by general option a culture of macho character by conviction or by being inherited from their customs and ethnicities that subjugate women (Espinosa et al., 2018).

In Ecuador, the organizational culture of the companies has not allowed women to be considered part of the managerial commands simply because of their gender condition. This has made it impossible for this gender to demonstrate their knowledge, skills and abilities to occupy high positions and significantly demonstrate their leadership.

Taking into account that the potential leaders in a state and organization, among others, correspond mostly to the male gender, which awakens the need to scientifically investigate this fact locally in the Province of Santa Elena, specifically in the Canton of Salinas in the selected public sector companies as the Ministry of Economic and Social Inclusion (MIES), Decentralized Autonomous Government (GAD) of Salinas and the Civil Registry of Salinas.

The scientific research will cover the working conditions to which both genders are exposed and the circumstances in which they can choose to be elected to lead a public company.

2. General Objective

To determine how transformational leadership is applied according to gender in the public companies selected for the study in the canton of Salinas.

3. Methodology

The investigation was conducted in three public companies of Salinas Canton such as the Ministry of Economic and Social Inclusion (MIES), the Civil Registry, which are located on Carlos Espinoza Avenue in the building of the Citizen Attention Center, Decentralized Autonomous Government (GAD) municipal Salinas is located at 0 and August 10 municipal Gad building behind the school Rubira.

In order to develop the research "Transformational leadership and gender in public companies in Salinas canton," the type of research used was exploratory-descriptive.

The exploratory research allowed to know the context of the topic of study through bibliographic information, the opinions of the managers in order to obtain the data to carry out the study.

Therefore, in the descriptive research, the study was based on facts, events and actual data collected, obtained through research techniques and instruments such as surveys and interviews. In addition, the study determined how transformational leadership is applied in public companies according to gender; therefore, leaders in organizations correspond not only to the male gender but also to the female gender, where both parties have the required skills and abilities.

In the development of the research, a set of logical procedures was used to obtain, consolidate and graph the information to achieve the objectives.

3.1 Research design

The research design is mixed, i.e., qualitative-quantitative. Using the qualitative contribution, descriptive data were obtained from interviews with managers. On the other hand, the quantitative input arises from staff surveys with numerical results. This methodology is beneficial and practical as it takes the research from the theoretical to the analytical field, giving it that scientific touch.

The population is defined as a set of individuals or elements on which observations will be made and this group is finite or infinite (Punta, 2017). Probabilistic sampling was applied in the research where the study was conducted in three public companies in the Salinas canton.

3.2 Population and sample

Institutions	Workers
Ministry of Economic and Social Inclusion (MIES)	363
Municipal Decentralized Autonomous Government of Salinas (GAD- Salinas)	380
Civil registry	16
Total	**759**

Table 1: Population 1

Source: Public companies of the canton of Salinas

Sample 1

A sample is a finite and important segment or a subset of the population (López, 2014). Therefore, for the present study, the finite population statistical formula was applied, due to the knowledge of this, in order to determine the sample size accurately.

For this reason, the following Allan Webster's formula (1) was applied, as detailed below:

Formula:

$$\boldsymbol{n} = \frac{(\boldsymbol{p.q.}) * \boldsymbol{Z^2} * \boldsymbol{N}}{(\boldsymbol{E})^2(\boldsymbol{N-1}) + (\boldsymbol{p.q})\boldsymbol{Z^2}} \qquad (1)$$

Through the sampling formula, it was possible to observe that the sample for the respective surveys was 255 workers of the different public companies of the Salinas canton that are the object of this study.

Population 2 - Interviews

The interviews were conducted with male and female managers where relevant and concrete information was obtained regarding applying transformational leadership according to gender in the different public companies of the Salinas canton.

Institutions	Managers	
	Men	Women
Ministry of Economic and Social Inclusion (MIES)	0	2
Municipal Decentralized Autonomous Government of Salinas (GAD- Salinas)	5	3
Civil registry	2	0
Total	**7**	**5**

Table 2: Population 2.

Source: Empresas públicas del cantón Salinas.

Sample 2

No formula was used to carry out the respective interviews because it is a very small number, so all the managers, seven men and five women, were considered to obtain the results.

3.3 Techniques and instruments

Surveys

According to Medeiros (2019) the survey "is a research technique that is carried out for obtaining data or information about characteristics or opinions of a group of people."

A structured questionnaire was used with 15 closed questions using the Likert scale based on the indicators of each of the variables defined for the study: transformational leadership and gender of the public companies of the Salinas canton, which facilitated the obtaining of results.

Interviews

The interview is "the meeting between two people, in order for one of them to obtain information regarding a certain matter" (Lopez, 2014).

The respective interviews were applied to all the managers of the 3 public companies to obtain accurate data, as it was important for data collection for the study. The interview model consisted of 10 open questions about the variables transformational leadership, gender, dimensions and indicators.

Within public companies, there is a great challenge for leaders because they must manage a variety of temperaments, beliefs and ideologies, which has led to the application of different leadership styles in organizations.

Therefore, managers must work even more with the people under their leadership so that they can identify their skills, competencies, and abilities and thus be able to enhance them for the benefit of the organization, thus transmitting their way of leading and becoming an entity that transforms and leads their collaborators in this style of leadership called transformational leadership.

4. Analysis of results

In this section, the results obtained from the qualitative and quantitative research are presented, in which the interview technique was applied to both male and female managers of public companies (MIES, GAD of Salinas and Civil Registry), all located in the Salinas canton, in order to know the application of transformational leadership to employees. Furthermore, regarding the surveys, they were applied to the collaborators of the same companies to determine to what extent the managers apply a transformational leadership style taking into account gender.

4.1 Survey analysis

It should be noted that 60% of the public servants who participated in the research were male, while 40% were female. Details of the most relevant questions are presented below:

1. Do you consider the ethical and moral consequences of your decisions?

Options	Frequency	Percentage
Never	0	0%
Almost never	5	2%
Sometimes	50	20%
Almost always	150	59%
Always	50	20%
Total		**100%**

Table 3: Ethical and Moral Implications

Source: Survey of employees of public companies.

Ethical decision-making has an important twist that is evident in the responses to this question when it is determined that leaders can comply with this consideration, facing the consequences of good or perhaps bad decisions, despite having a small number of leaders who believe the opposite in their answers.

2. Do you encourage staff to develop innovative ideas in daily activities?

Options	Frequency	Percentage
Never	0	0%
Almost never	0	0%
Sometimes	15	6%
Almost always	210	82%
Always	30	12%
Total		**100%**

Table 4: Stimulation of personnel to develop innovative ideas

Source: Survey of employees of public companies.

Innovation requires much support, and this support is more relevant when it comes directly from those who lead. The surveyed companies responded that they could develop and contribute with their innovative ideas stimulated by their leaders, which strengthens the research.

3. Does it encourage problem-solving and the generation of new ideas?

Options	Frequency	Percentage
Never	0	0%
Almost never	15	6%
Sometimes	50	20%
Almost always	90	35%
Always	100	39%
Total		**100%**

Table 5: Encourages problem-solving and the generation of new ideas

Source: Survey of employees of public companies.

Confrontation, and rivalry, among other problems generated in a work environment, tend to separate leaders from their followers when corrective and preventive actions are not taken. In this question regarding the solution of problems and generation of new ideas, it is understood that respondents were able to openly express their conformity and acceptance with a greater number of positive responses. However, a small but no less important part believes that they are almost never encouraged post-conflict.

4. Do you demonstrate empathy by understanding their feelings and needs?

Options	Frequency	Percentage
Never	0	0
Almost never	0	0
Sometimes	75	75
Almost always	30	30
Always	150	150
Total		**100%**

Table 6: Leader demonstrates empathy with workers

Source: Survey of employees of public companies.

When a leader shows empathy with his followers, he demonstrates that he is not just a tyrant or a boss on duty; putting himself in the place of others and understanding their feelings and needs increases respect and trust in management and executives. The question is clear when asked if their leaders show this work empathy, but their answers are clearer and leave a bittersweet taste when they state that they are not so satisfactory when they say that they do it almost always or only sometimes on certain occasions. If necessary, the leader's empathy must be constant and part of a training plan.

5. Do you program any project activities taking into account the gender of the participants?

Options	Frequency	Percentage
Never	0	0%
Almost never	0	0%
Sometimes	75	29%
Almost always	30	12%
Always	150	59%
Total		**100%**

Table 7: Program activities taking gender into account

Source: Survey of employees of public companies.

Inclusion is important because it is not only a policy but also an ethical obligation of the leaders; it is also relevant to leave aside the stereotyped concepts that specific tasks cannot be executed or performed by one or the other gender. Knowing the importance of this for the research, the authors propose the question of the leaders designate activities taking into account the gender of their collaborators, resulting in an interesting answer from the surveyed followers when they say that the leaders of their companies always take into account this factor and designate people of different genders for the development of the projects, which is pleasant and satisfactory for them.

6. Does your immediate supervisor apply equal employment opportunities for men and women workers?

Options	Frequency	Percentage
Never	0	0%
Almost never	15	
Sometimes	40	16%
Almost always	100	39%
Always	100	39%
Total		**100%**

Table 8: Equal opportunities for men and women workers

Source: Survey of employees of public companies.

Although hiring depends directly on the human talent department, the leaders stimulate certain influence at the moment of incorporating new elements in the company by providing the profile of the collaborator that is required for a particular function; the question at this point is whether equal opportunities are applied in the labor field for both women and men, to which the surveyed collaborators responded that according to their appreciation there is a balance in the subject. Another very small group, however, stated that they almost never or only sometimes do so.

4.2 Analysis of interviews

1. In what ways can transformational leadership influence the organization's employees?

According to the interviews conducted with the leading managers of the companies, they responded that transformational style leadership has a positive influence on their workers in terms of self-esteem and the motivation they need to feel; they also state that it is essential to encourage their followers to feel self-confident and therefore they can carry out their activities calmly and confidently.

2. Do you consider that the type of gender has influenced the appointment of leaders in companies? Why?

The leading managers surveyed stated that considering the type of gender in the companies of this sector has influenced the appointment of positions because most of the organizations have more people of the male gender in their positions, which may be because they consider them to have more authority. Nevertheless, on the other hand, the female gender is practically discriminated against by believing in stereotypes rooted either in the purely sexist society or by customs that have been maintained over time without evolving hand in hand with inclusion and acceptance.

3. Does it have the ability to inspire enthusiasm, transmit confidence and respect, to make people feel pride in their work?

The answers on this point did determine that leaders can excite everyone in their team, motivating them to give more than they imagined they could in the various activities assigned to them, getting them to overcome their limitations and interests for the benefit of themselves and the organization, which is very convenient for everyone in terms of winning.

4. Why is the transformational leader an important social resource within work teams?

The managers mentioned that being knowledgeable about this concept of leadership, they think that the transformational leader is an important agent for the organization due to the contribution and help he can provide, and in this way be able to maintain good organizational communication so that the followers have a clear and simple definition by example to achieve the objectives proposed by the company, helping each other without showing the existence of any problems.

4.3 Analysis of scientific production

A bibliometric documentary review was carried out on the production of research papers published in high-impact journals indexed in the Scopus database in order to know the main characteristics of the volume of scientific production around the variables Transformational Leadership and Public Enterprises derived from projects managed in institutions globally during the period between 2017 and 2021.

4.3.1 Distribution of scientific production by year of publication

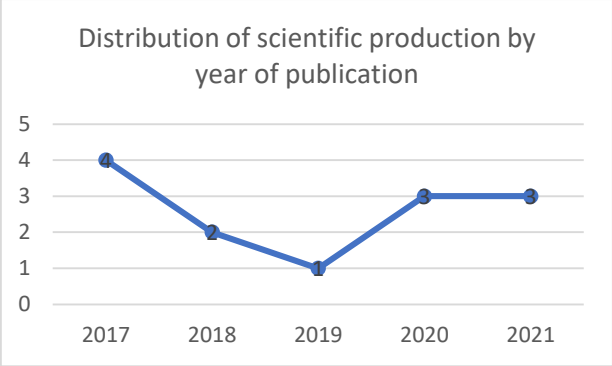

Figure 1. Distribution of scientific production by year of publication.

Source: Own elaboration; based on data provided by Scopus.

Figure 1 shows the distribution of the 13 documents identified by the review applied to Scopus through the *Search* tool available on its Web page. It is clear that the main characteristic in the volume of publications of research papers on the study of Transformational Leadership in Public Companies is precisely the low number of documents registered on this platform, so it is expected to generate a greater interest in the scientific community, in order to nurture with greater effort, the theoretical basis in the study and practice of this type of leadership within state organizations.

4.3.2 Distribution of scientific production by country of origin

Distribution of scientific production by country of origin

Figure 2. Distribution of scientific production by country of origin.

Source: Own elaboration; based on data provided by Scopus.

As seen in Figure 2, the highest participation in the production of research papers related to the study of Transformational Leadership in Public Companies was registered by institutions in the United States and the United Kingdom, each with three and two papers indexed in Scopus, respectively. In contrast, countries such as Australia, Brazil, and Germany, among others, registered only one publication on this platform. It should be noted that the same article may have the participation of two or more authors affiliated with more than one institution and that these institutions may be from different countries so that one published unit may count as production for each participating country within the same research work.

5. Conclusions

This proposal was based on a training plan in transformational leadership which was aimed at managers of the selected public sector companies: Ministry of Economic and Social Inclusion (MIES), Decentralized Autonomous Government (GAD) of Salinas and Civil Registry of Salinas, the proposal arises as a way to mitigate the problems obtained in the results of surveys and interviews in the research, where it is evident the need to know factors such as concepts, qualities, characteristics, among others, of transformational leadership in order to increase its application in organizations. Therefore, it is necessary to have a theoretical basis that fits the needs for the empowerment of leaders in the public sector; for this, it is necessary to encourage research on the effects generated through the continuous training of transformational leaders able to provide their work teams, tools capable of assuming roles in terms of the company, specifically in public entities, as well as values such as transparency, honesty, responsibility, among others, necessary to reduce acts that are detrimental to government objectives, such as corruption.

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