

# Leadership in the Employees of a Public Institution, Cajamarca

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## Abstract

The general objective of this research was to understand the manifestations of managerial leadership in the employees of a public institution in Cajamarca. The research is qualitative in nature, based on the analysis of scientific research obtained from the review of various studies and academic documents. The main results revealed the coexistence of different leadership approaches within the institution, highlighting transformational leadership and systemic leadership, characterized by fostering skills development, promoting a shared vision, and stimulating innovation; however, the presence of autocratic leadership was also identified, suggesting the persistence of more traditional and centralized approaches in some aspects of management. The research concluded that the perception of employees regarding these leadership styles is crucial to understand their impact on motivation, satisfaction, and performance; therefore, more participatory and adaptable leadership styles should be prioritized in order to avoid feelings of dissatisfaction among workers, phenomena that manifest in autocratic or less participatory styles.

**Keywords:** Leadership, public management, skills development, participation, job satisfaction.

## 1. Introduction

Effective leadership management has become an essential element in achieving organizational success, particularly in the public sector, where challenges are increasingly varied and demanding. In this context, multiple studies have underlined the relevance of leadership as a crucial tool to optimize work performance and achieve the objectives of institutions.

Malca and Callao (2022) highlighted that leadership in management is crucial to improve employee performance in organizations, for their part, Carrasco and Vega (2024) corroborated this idea by observing a notable relationship between managerial leadership and staff work performance, in the same way, Palacios et al. (2024) underlined the relevance of valuing work performance as an essential principle within leadership in organizations.

The problem of managerial leadership in public institutions was aggravated by several factors.

Malca and Callao (2021) identified specific challenges in government entities, such as lack of leadership skills training and resistance to change. For his part, Hurtado (2024) pointed out the need to optimize organizational development strategies in decentralized autonomous governments, with a particular focus on the management and development of human talent.

The research also considered how managerial leadership influences organizational commitment and job satisfaction among public servants, in Amasifuen and Murayari (2022) a significant connection was identified between working life conditions and the level of organizational commitment in a public entity; similarly, Carrillo (2023) showed that job satisfaction directly affects the organizational commitment of employees in a public institution.

The research also considered the influence of gender, trajectory, and institution factors on leadership styles, in Bedoya et al. (2023) these aspects were analyzed in university managers, revealing interesting patterns in the adoption of different leadership styles; on the other hand, in Andrade et al. (2022) they addressed the relationship between leadership and generational groups in a financial institution, highlighting the importance of adapting leadership styles to the characteristics of the different generations present in the workforce.

In the specific context of Cajamarca, the research sought to understand the particularities of managerial leadership in public institutions in the region. Aspects such as organizational culture and political culture were considered, following the line of research proposed by Salcedo (2022), who analyzed these factors from the perspective of complexity.

The relevance of the research was based on the need to improve the efficiency and effectiveness of public entities through managerial leadership, since, as Sangronis et al. (2024) pointed out, leadership is a crucial tool for improving management in the public sector, especially in critical areas such as public health.

The main problem of the research was: How does managerial leadership manifest itself in the employees of a public institution in Cajamarca? In addition, specific problems were generated, which were: (a) What are the predominant leadership styles in the managers of a public institution in Cajamarca?; (b) How does managerial leadership influence the work performance of employees of a public institution in Cajamarca? and, (c) How do employees perceive managerial leadership in a public institution in Cajamarca?

In relation to the national antecedents, the research by Amasifuen and Murayari (2022) and Carrillo (2023) provides a solid argumentative foundation to identify and understand the phenomenon because they address the relationship between quality of work life and organizational commitment, highlighting that effective leadership can significantly improve these factors; Additionally, the incidence of job satisfaction on the organizational commitment of public servants is examined, offering valuable perspectives on the interconnection of these variables. The studies offer crucial national context on how managerial leadership can impact crucial aspects of the work environment, such as quality of life, employee satisfaction and engagement in national public institutions.

The international antecedents of Bedoya et al. (2023) and Rojero et al. (2019) contribute significantly to the research, because they report the leadership styles of university managers,

providing a solid framework for analyzing how factors of gender, experience, and the type of institution can influence leadership styles; additionally, transformational leadership is conceived, being an effective style in public institutions; therefore, these studies provide solid theoretical and methodological support, allowing a deeper understanding of the phenomenon of leadership and its impact in various institutional environments.

The theories related to the research are the following: (a) Transformational leadership theory, developed by Bass and Avolio, in this position it is assumed that transformational leaders inspire and motivate their followers to achieve extraordinary results (Rojero et al., 2019); (b) Situational leadership theory, proposed by Hersey and Blanchard, from this perspective it is suggested that there is no optimal leadership style, but that the leader must adapt his approach according to the situation and the maturity of the followers (Bedoya et al., 2023); (c) Servant leadership theory, developed by Robert K. Greenleaf, in which it is argued that leaders must prioritize the needs of their followers and the community (Sangronis López et al., 2024); and, (d) Leadership trait theory, this theory focuses on identifying the personal characteristics that make an effective leader (Bedoya et al., 2023), although it is true that this criterion has evolved but is still important for identifying and understanding the attributes of successful leaders in the public sector.

In relation to managerial leadership, Malca and Callao (2022) argue that it is the process by which managers or directors influence, guide, and motivate their employees to achieve organizational objectives; additionally, Bedoya et al. (2023) argue that leadership styles are the patterns of behavior that a leader adopts to guide the members of the organization towards the achievement of objectives, which can be autocratic, democratic, transformational, among others.

For their part, Carrasco and Vega (2024) define job performance as the level of execution achieved by the worker in achieving goals within the organization in a given time; additionally, Carrillo (2023) indicates that job satisfaction is the degree of conformity of the employee with respect to his or her environment and working conditions; therefore, Amasifuen and Murayari (2022) indicate that organizational commitment is the degree of identification that exists in the employee with the organization to meet goals, maintaining the spirit of continuing with the labor relationship.

The relevance of the research was supported as follows:

**Theoretical justification:** The research contributes significantly to the body of knowledge on managerial leadership in the public sector, as Hurtado (2019) and Rivadeneira (2022) point out, the study of leadership in specific environments allows to enrich and contextualize existing theories. This research provides new perspectives on how leadership manifests itself in a regional public institution, which may lead to the reformulation or adaptation of existing theoretical models.

**Methodological justification:** From the methodological point of view, the research adopts a qualitative approach that allows a deep and contextualized understanding of the phenomenon of managerial leadership.

**Practical justification:** The results of this research have significant practical implications for the management of public institutions, as Malca and Callao (2022) argue, understanding the

dynamics of managerial leadership is crucial to improve work performance and organizational effectiveness; Therefore, the findings can inform the development of leadership training programs, the implementation of more effective management strategies, and the improvement of relationships between managers and employees in the public sector.

**Social justification:** The research has considerable social relevance, since effective leadership in public institutions has a direct impact on the quality of services offered to citizens.

The general objective of the study was: To understand the manifestations of managerial leadership in the employees of a public institution in Cajamarca. The specific objectives were: (a) To identify the predominant leadership styles in the managers of a public institution in Cajamarca; (b) To analyze the influence of managerial leadership on the work performance of employees of a public institution in Cajamarca; and, (c) To explore the perceptions of employees about managerial leadership in a public institution in Cajamarca.

## **2. Methodology**

The methodology used was based on a narrative approach to review the existing literature, thus allowing a detailed and in-depth exploration of the issues related to managerial leadership in public institutions. As mentioned by Hernández and Mendoza (2018), this approach facilitates a logical and structured integration of the results obtained in previous studies, offering a comprehensive perspective of the phenomenon analyzed.

The selected data come from indexed journals with academic prestige, including Scopus, Web of Science and SciELO. This decision aligns with Fink's (2020) recommendations on the importance of using high-quality sources in literature reviews. The time range considered for the extraction of relevant information was established between 2019 and 2024, in order to ensure the timeliness and relevance of the data collected. Additionally, bibliographic sources were included, as well as graduate and undergraduate theses that provided valuable perspectives to the topic of study. This diversity of sources, as suggested by Malca and Callao (2022), allows for a more complete and nuanced understanding of managerial leadership in the specific context of public institutions.

Regarding the volume of publications made, the review covered a total of 25 sources, distributed as follows: 35 scientific articles published in indexed journals, 15 postgraduate theses and 10 books specialized in leadership and public management. This variety of sources contributed significantly to addressing the specific objectives of the study, providing a solid basis for the analysis of managerial leadership from multiple perspectives. As Bedoya et al. (2023) point out, the inclusion of various types of sources enriches the analysis and allows for a deeper understanding of the phenomenon studied.

Ethical aspects and scientific integrity were relevant to the development of this research. To ensure the accuracy and veracity of the evidence collected, strict practices were adopted that followed the guidelines established by Wager and Wiffen (2011). These measures included the use of plagiarism detection software to ensure the originality of the content, along with rigorous application of citation and reference standards in accordance with APA Style, Seventh Edition.

Likewise, an analytical and equitable stance was maintained in the selection and evaluation of sources, minimizing possible biases and fairly reflecting the various perspectives, as suggested by Amasifuen and Murayari (2022) in their analysis of public institutions.

The compilation of the information was achieved in a systematic and transparent manner, carefully documenting the process of searching for and selecting sources, following the approach proposed by Booth et al. (2016). Special attention was paid to the validity and reliability of the sources used, prioritizing those that employed rigorous methodologies and presented results supported by solid empirical evidence. In cases where discrepancies or contradictions were identified between different studies, they were explicitly addressed, analyzing the possible reasons for such divergences and their implications for the understanding of managerial leadership in the context studied, as suggested by Carrillo (2023) in his research on job satisfaction in public institutions.

During the literature review procedure, it was structured around the objectives of the research, ensuring that each aspect of managerial leadership in public institutions was explored in depth. Special attention was paid to the identification of patterns, trends, and gaps in the existing literature, which allowed not only to synthesize current knowledge on the topic, but also to identify areas that require further research in the future, following the approach of Rojero et al. (2019) in their study on transformational leadership.

The methodology adopted also included a critical approach to establish the relevance of the sources used, as recommended by Machi and McEvoy (2016). Factors such as methodological rigor, contextual relevance and timeliness of the studies were considered, which allowed a careful selection of the most relevant and reliable sources to address the purposes of the study.

### 3. Results

The main objective of the research was to understand the manifestations of managerial leadership in the collaborators of a public institution, the significant findings that contribute to a deeper understanding of this phenomenon are the following:

First, the studies by Alva (2022) and Aldana et al., (2019) showed that there is a coexistence of different leadership approaches, mainly highlighting transformational leadership and systemic leadership; these findings align with Bass and Avolio's transformational leadership theory, which emphasizes the ability of leaders to inspire and motivate their followers towards extraordinary results (Rojero et al., 2019). Transformational leadership was manifested in the ability of managers to foster the development of competencies in their employees, promote a shared vision and stimulate innovation.

However, it is important to note that instances of autocratic leadership were also identified (Villasmil et al., 2021), which suggests the presence of a more traditional and centralized approach in some aspects of management. This variability in the observed leadership styles supports Hersey and Blanchard's situational leadership theory, which proposes the adaptation of the leadership style according to the context and maturity of the followers (Bedoya et al., 2023).

Several studies that have examined the impact of managerial leadership on employees' work performance have shown that there is a positive correlation between these variables. As a result, transformational and systemic leadership styles have a beneficial influence on organizational engagement, job satisfaction, and employee dedication (Amasifuen & Murayari, 2022; Alva, 2022). These results coincide with the description of work performance offered by Carrasco and Vega (2024), who define this concept as the degree of compliance with organizational objectives by the worker.

Employees' perceptions of managerial leadership were predominantly positive, especially towards styles that encouraged teamwork, effective communication, and professional and personal development (Aldana, 2021; Andrade et al., 2022), this appreciation aligns with Greenleaf's theory of servant leadership, on the relevance of the needs of followers and the community (Sangronis et al., 2024).

However, it is important to note that areas for improvement were also identified, the presence of autocratic leadership styles in some sectors of the institution was associated with a negative impact on job satisfaction and performance. This finding underscores the importance of developing more participative leadership skills aimed at employee well-being, as suggested by Carrillo (2023) in his definition of job satisfaction.

Research also highlighted the relevance of managerial skills, such as communication and decision-making skills, in employee performance (Carranza, 2024). This is linked to the theory of leadership traits, which focuses on identifying the personal attributes that contribute to effective leadership (Bedoya et al., 2023).

Another notable finding was the connection between managerial leadership and organizational commitment. Espinoza (2022) demonstrated that this type of leadership contributes positively to employee engagement with the organization. This result is consistent with the explanation offered by Amasifuen and Murayari (2022), who defined organizational commitment in terms of the level of identification of employees with their company.

Therefore, the manifestations of managerial leadership in the public institution studied are characterized by a combination of leadership styles, with a predominance of transformational and systemic, which have a generally positive influence on the performance, commitment and satisfaction of employees. However, the presence of autocratic styles in some areas suggests the need for continued development of leadership skills.

These findings contribute significantly to the existing knowledge related to managerial leadership in the public sector, as pointed out by Rivadeneira (2022), Malca and Callao (2022) and Hurtado (2019), therefore, it is essential to understand the dynamics of managerial leadership is crucial to improve performance and effectiveness in the work environment.

In relation to the first specific objective, where the predominant leadership styles in the managers of a public institution in Cajamarca were identified, it was possible to identify a diversity of approaches where the trend is related to more participatory and transformative leadership, these data being coherent with contemporary theories of leadership and reflect the complexity of the public management environment.

The most prominent leadership style identified was transformational leadership, Rojero et al. (2019) argue that this style is characterized by inspiring and motivating followers to achieve extraordinary results. In the public entities where the analysis was conducted, this approach was manifested in the ability of managers to inspire employees, provide them with individualized support, and motivate them to transcend their personal interests in favor of organizational objectives (Clemente & Valverde, 2023). The prevalence of this style is significant, as it has been associated with improvements in pedagogical management and in the work performance of staff (García, 2022).

Along with transformational leadership, the presence of distributed leadership was also identified, Ruiz et al. (2022) point out that this style involves the participation of several members of the organization in decision-making, this type of activity shows an evolution in the conception of leadership in the public sector, moving away from traditional hierarchical models towards more collaborative and participatory approaches.

However, it is important to note that the research also revealed the persistence of more traditional leadership styles, Malca and Callao (2021) found that authoritarian styles still prevail in some public entities, which contrasts with more modern leadership trends. This coexistence of diverse styles aligns with Hersey and Blanchard's situational leadership theory, which suggests that there is no universal optimal leadership style, but that leaders should adapt their approach according to the context and maturity of followers (Bedoya et al., 2023).

Additionally, Pazmiño (2021) identified the prevalence of the transactional leadership style in some institutions, this information deepens the complexity of the leadership landscape in the public sector, where multiple approaches coexist.

The research also shed light on the relationship between leadership styles and different organizational aspects, according to Hernández et al. (2021) the positive and significant link related to leadership with the organizational climate was evidenced, highlighting the importance of effective leadership to generate a favorable work environment, additionally, Leiva (2023) supports this position because it also accredits the significant correlation between the leadership with the organizational climate.

However, the research also revealed areas of opportunity in managerial leadership, Arévalo (2021) evidenced deficiencies in managerial leadership in a company in the construction sector, which had negative repercussions on organization and planning. This underscores the need to continuously develop leadership skills in public institutions.

The analysis carried out by Saenz (2022) revealed significant problems in the organization, such as a lack of effective communication among employees, deficiencies in leadership style, and low motivation among managers. These findings indicate that it is crucial to adopt transformational leadership development programs to improve organizational culture. In relation to this, the leadership styles observed in leaders of public institutions combine diverse approaches, with transformational and distributed leadership predominating, although some more conventional and transactional elements still persist. This variety of styles reflects the complexity of the governance environment and highlights the need for adaptable and context-adjusted leadership.

These findings have significant implications for leadership practice in the public sector, therefore, there is a need to generate and implement leadership development programs that foster transformational and participatory skills, while recognizing the importance of adaptability in different organizational contexts. In addition, there is a need to consider the impact of leadership as transcendental for the ideal development of the workplace, such as organizational climate, work performance, and institutional culture when designing effective public management strategies.

In relation to the second specific objective, which examined how managerial leadership affects job performance in a public institution, it was found that such leadership is crucial and has a notable impact on the organizational structure, contributing to the well-being of public sector employees. According to the research of Gutiérrez (2023) and Saldarriaga (2022), there is a positive and significant relationship between managerial leadership and employee performance, supported by Bass and Avolio's transformational leadership theory, which points out that these leaders motivate and inspire their followers to achieve outstanding results (Rojero et al., 2019). In addition, Malca and Callao (2022) found that managerial leadership not only improves immediate performance, but also favorably impacts productivity and long-term commitment, in line with Amasifuen and Murayari's (2022) definition of organizational commitment, which refers to the degree of identification and willingness of the employee to maintain their employment relationship.

Likewise, Carrasco and Vega (2024) highlighted the importance of flexibility in leadership, demonstrating that a style that balances orientation towards people and tasks is more effective in improving work performance. This finding aligns with Hersey and Blanchard's situational leadership theory, which emphasizes the need to adapt the leader's approach according to the context and maturity of followers (Bedoya et al., 2023). Finally, it was observed that leadership also affects employee job satisfaction, an aspect related to Carrillo's (2023) definition of job satisfaction, which describes this satisfaction as the degree of conformity of the employee with his or her environment and working conditions.

However, it also revealed that certain leadership styles can have a negative impact on job performance; in relation to the autocratic leadership style, he considers that it can have a detrimental effect on employee motivation and satisfaction, generating a direct impact on employee motivation and satisfaction, affecting their performance, therefore, it is important to consider that leaders develop managerial skills that promote staff job satisfaction, as Zavala (2022) points out.

Regarding the implementation of leadership development programs, Coronado et al. (2023) indicated that this type of practice is beneficial and promising for management, because it addresses a transformative approach that significantly impacts the organizational culture, improving the commitment and performance of employees, therefore, investment in the development of leadership skills can have tangible benefits for organizational performance.

It is important to note that the influence of managerial leadership on job performance is not limited only to individual results, but also affects the quality of the services provided by the institution, according to Contreras and Ramírez (2020) who identified that leadership problems



in senior management of public institutions had a negative impact on the performance and quality of services. which underscores the importance of effective leadership in the public sector.

In relation to the third specific objective, where employees' perceptions of managerial leadership were explored, multiple significant positions were evidenced, according to Ruiz et al. (2022) who pointed out that distributed leadership was perceived as an effective strategy for decision-making and the execution of activities together, this position is related to Hersey and Blanchard's situational leadership theory, on the adaptability of the leadership style (Bedoya et al., 2023), therefore, employees positively valued being taken into account when making decisions and the collaboration that this leadership style fosters. Similarly, Rojero et al. (2019) highlighted that transformational leadership generated greater satisfaction and commitment in followers, which was also evidenced in the perceptions of employees, this position is related to Bass and Avolio's theory of transformational leadership, where leaders inspire and motivate their followers to achieve their results. From the position of the collaborators, this type of leadership turns out to be inspirational, motivating and individualizing

However, it is important to note that negative perceptions about managerial leadership were also identified, some employees reported feeling unmotivated and not very involved in decision-making, which had a negative impact on their work performance. They expressed the need for managers to adopt a more participative and skill-building-oriented leadership style. This negative perception suggests the presence of more autocratic or less effective leadership styles in some areas of the institution.

The research also highlighted the relevance of efficient communication in how leadership is perceived, in Cisneros and Ledesma (2021) analyzed employees' opinions about managerial leadership in a remote work environment during the COVID-19 pandemic, underscoring the importance of pedagogical leadership and clear communication to maintain employee motivation and engagement. This finding is significant as it highlights leadership's ability to adapt, especially in circumstances of crisis or change.

Another notable aspect was the perception of the relationship between leadership and the development of interpersonal skills, Sánchez (2021) identified a positive and significant correlation between leadership management and employees' soft skills. This suggests that employees' perception of leadership can influence the development of their interpersonal skills, which, in turn, can impact performance and the work environment.

In addition, it was observed that the perception of leadership also influences job satisfaction and organizational commitment, Lara et al. (2023) found a positive relationship between leadership and the satisfaction of middle managers, while Carrillo (2023) found that job satisfaction has a favorable effect on organizational commitment in the context of a public institution. These results indicate that effective leadership that fosters employee satisfaction can enhance both engagement and performance, in line with the definition of organizational commitment presented by Amasifuen and Murayari (2022).

The exploration of employees' perceptions of managerial leadership in the public institution revealed a complex panorama, with a mixture of positive evaluations towards transformational and distributed leadership styles, but also with areas of dissatisfaction and need for improvement.

Employees positively valued leaders who encouraged participation, effective communication, and personal development, while expressing dissatisfaction with more autocratic or less participatory styles.

#### 4. Conclusions

First. – It was concluded that different leadership approaches currently coexist, mainly highlighting transformational leadership and systemic leadership, which were characterized by the ability of managers to foster the development of competencies, promote a shared vision and stimulate innovation. However, instances of autocratic leadership were also identified, suggesting the presence of a more traditional and centralized approach to some aspects of management.

Second. – It was concluded that there is currently a trend towards more participatory and transformative leadership, being transformational leadership, which was manifested in the ability of managers to inspire, motivate and provide individualized support to employees, which has been associated with improvements in performance and public management. Along with this, the prevalence of distributed leadership was also identified, which implies greater participation of the members of the organization in decision-making, reflecting an evolution towards more collaborative approaches.

Third. – It was concluded that managerial leadership not only improves immediate performance, but also has a positive impact on the long-term productivity and organizational commitment of employees; on the other hand, it was evidenced that certain leadership styles, such as authoritarian, can have a negative impact on motivation, satisfaction and, therefore, the performance of employees, highlighting the need to develop managerial skills that foster a satisfactory work environment.

Fourth. – It was concluded that there is a positive assessment of more participative and adaptable leadership styles, such as distributed leadership, which was perceived as an effective strategy for decision-making and the execution of activities together, likewise, transformational leadership was valued favorably by employees, who highlighted its ability to generate satisfaction, commitment and inspiration.

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