

ORIGINAL ARTICLE

An indispensable association: managerial leadership and management results in the Education Sector of the Authority for Reconstruction with Changes

ABSTRACT

In the business context, it is common to assume that leadership is effective when the expected results are achieved. Of course, not all scenarios are equal. In more complex situations, such as the COVID-19 pandemic, good results are even more outstanding. For this reason, it is relevant to stimulate academic discussion on the association between action and achievement. This paper examines this issue in the case of the Directorate for Interventions in the Education Sector (DISE by its Spanish initials) from the Authority for Reconstruction with Changes (ARCC by its Spanish initials). The objective is to estimate the relationship between managerial leadership and management results. This study was quantitative, correlational, and non-experimental. This made it possible to administer a previously validated questionnaire (Cronbach's alpha = 0.924) and to compare it against the official reports of management results from 2021 (the indicators are given on a scale of five). Through the Spearman's rho correlation coefficient = 0.897 (89.7%) with a p-value = $0 < 0.05$, it was concluded that there is a highly significant direct relationship between managerial leadership and management results. However, to generalize this case as a measurement applicable to similar public institutions, it is necessary to study the variables under mixed methods.

Keywords: Managerial leadership; Management; Results; Changing scenarios.

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INTRODUCTION

For Fischman (2017), authentic leadership consists of a profound desire to make a difference. Achieving optimal results is one of such differences required by every organization; contexts can add or take away adverse situations. The COVID-19 pandemic increased management difficulties. For this reason, meeting the goals in a particularly adverse context constitutes a great difference. Then, the question is, how were the expected results achieved? The answer is associated to the analysis of leadership competencies. This study focuses on these two main issues.

During the three years of COVID-19-related economic crisis, the business world has reconfigured leadership styles (Acero and Cortés, 2021). Peru has been no exception to this. After being the country with the largest economic contraction in 2020, with -11.1%, the Gross Domestic Product (GDP) recovered its growing trend by recording 13.3% in 2021. However, in 2022 the Peruvian economy also grew below expectations (2.3%) according to Peru's Reserve Bank (BCRP, 2023). To recover from this, the adjustment was cross-sectional. Companies adapted the operation and productions units to the new normal in business. This was the case of quick training in online work execution, both remote and virtual, a priority which required larger budgets to prepare working spaces in the employees' homes (Quispe, 2021).

The economic scenario increased the business death rate to a quarterly average of 0.3% (National Institute of Statistics and Data Processing [INEI], 2022). Decision-makers, to counter business death, modified internal dynamics through government interventions in the market by means of expansive fiscal policies, experienced in almost all countries worldwide, to achieve economic reactivation and readjustments of the management process in the private sector. They proposed reviewing the competencies and skills of the leaders in charge of new challenges (Instituto de Estudios Superiores de la Empresa [IESE], 2022).

The results were those expected at the end of 2022. It worked as a system integrated by the public sector, which increased public in-

vestment sustaining physical infrastructure; in the private sector, the structure and superstructure of leadership were reconstructed at all levels. This was an imperative axiom that makes a difference (Osterwalder, 2020). The initial strategy to overcome unfavorable circumstances was to determine the leadership style, the plans for human talent management, and the optimal use of resources, as argued by Coase (1994) from the Neo-institutional theory. In addition, there were projections to transform problems into improvement opportunities during uncertain times, when challenges oblige us to restructure objectives (Ricart, 2022).

In public management, societal pressure, added to the challenging context, has been greater in the projects which were under way and were cancelled due to the mandatory lockdown from March 2020 (Redacción Gestión, 2020). The Education Sector Directorate for Interventions (DISE) from the Authority for Reconstruction with Changes (ARCC by its Spanish initials), created through Supreme Decree No. 091-2017, PCM for an extraordinary reason: National Government interventions in the face of natural disasters which occurred during the first quarter of 2007, destroying the educational infrastructure of the Northern Peruvian Coast. The original goal of increasing the number of financial offers to reconstruct public infrastructure was maintained. This state-run organization, after four years of interventions, has been able to have the beneficiaries' perceptions change in relation to the management results, which used to be unfavorable (Delgado Vera, 2021). These results are not usually recorded in the advances of educational works and the end of projects being executed (DISE, 2021).

However, not all directions have made uniform progress. DISE is one of the four dimensions of the ARCC. The volume of interventions along the 2021 fiscal year has been the largest, equal to the executable amount of 68%, followed by the 66% executed by the Interventions Director from the Housing, Construction and Sanitation Sector (DVCS by its Spanish initials), also followed by 65% executed by the Directorate for Interventions in the Transport sector (DIST), 59% of the Directorate for Inte-

gral Services (DSI by its Spanish initials); in the last place, The Directorate for Health Sector Interventions (DISS), with 29%. See Figure 1.

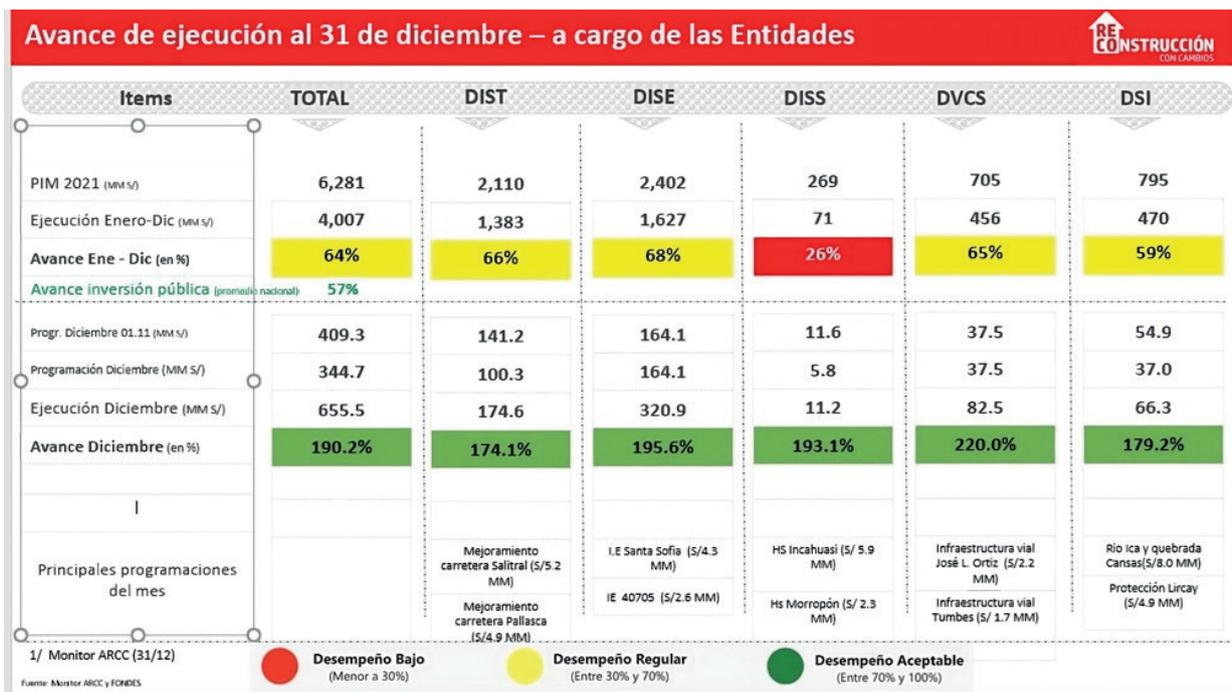
The initial assumption is that different leadership styles in each Directorate may achieve different results. Although these are controlled by institutions in accordance with their functions and public opinion, each instance of leadership is generated through a synergy of competencies and skills unique to each professional thanks to their temper and training, guided by present-day public management procedures, as argued by Barredo *et al.* (2018). The rule used as a logical managerial principle, which has remained in use for decades, is that good leadership achieves the objectives planned (Drucker, 1998).

Changes in leadership methods do not modify the objective. This involves, with greater strength in the public sector, boosting the commitment of the organization members and meeting the goals, by means of communication strategies, motivation, negotiation, and inspections. Even results go beyond figures: they are

managerial terms that have an impact on the organizational culture. There is an entire process aimed at obtaining financial estimations and support for management, helping teams and strategies become functional. Having said that, which managerial theories on leadership help achieve results, and what does academia argue in such regard?

The literature review on leadership types and management results focused on specific competencies and administrative processes, respectively. Alvear *et al.* (2019) state that results cannot only be measured by departments and/or section offices, but their overall impact on the organization. This involves a transformational and transactional leadership style as a rule to take decisions. The strategies improve the relationships between members, consolidating group cohesion. *Laissez-faire* leadership is different because this type of function delegation helps employees develop their autonomy (Torres, 2019). This depends on the employee's professional culture, which needs to voluntar-

Figure 1
Executed investment rate at the end of 2022



Note. The figure represents the total investment of the five ARCC Directorates at the end of the 2022 fiscal year. Note. Taken from DISE, 2021.

ily subordinate to the organizational culture (Villarroel, 2020).

For Torres (2019) and Acero and Cortés (2021), transformational and transactional leadership aim to strengthen the organizational system. *Laissez-faire* leadership strengthens the employees' skills (Agudelo, 2020). From a comparative point of view, transformational leadership dates back to the 1980s, and it comprises five components: "influencia idealizada, inspiración motivacional, estímulo intelectual, consideración individual y tolerancia psicológica; que describen los lineamientos asociados a este estilo en particular y se sustentan en el Multifactor Leadership Questionnaire MLQ" [idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, and psychological tolerance. These describe the guidelines associated with this particular leadership style and are grounded on the Multifactor Leadership Questionnaire (MLQ)] (Rojero *et al.*, 2019, p. 179). Regarding transactional leadership, Burns' model (1978) links power and interchange theories, stressing the mechanism of incentives. These three styles mentioned above achieve results. However, according to Alvear *et al.* (2019), criticism focuses on sustaining improvements and the problem of leadership personification into specific individuals, which jeopardizes the generation of institutional dependence.

Díaz *et al.* (2018) suggest that the influence of individual competencies is positive when styles transcend over individuals, which increases the likelihood of overcoming market challenges at different times and after generational employee changes. Thus, managerial competencies influence management results. In addition, Parra *et al.* (2021) demonstrated that leaders' competencies and the effectiveness of their results are associated with organizational climate. The theoretical foundation is that leadership can be defined as the close relationship between working conditions, managerial actions and participative commitment through influence, motivation, and persuasion. Along this line, León *et al.* (2017) state that there are emotional impact states based on the psychological theories by Robbins and Judge, and Bruner.

For Rojero *et al.* (2019), transformational leadership in Latin America is highly heterogeneous because leaders' education, gender, life expectancy, social status, degree of business development, etc. varies depending on the local scenarios and contexts. In such regard, Rojas *et al.* (2021) argue that organizational identity should be added to the local environmental factors; this identity is very particular depending on the type of company and has an influence on performance. Therefore, dimensions in transformational leadership are wider, after examining the impact of personal and professional characteristics. These characteristics, in the words of Rojero *et al.* (2019), are: "la influencia idealizada, estimulación intelectual, recompensas contingentes, consideración individualizada, motivación inspiracional, y Laissez faire (dejar hacer)" [idealized influence, intellectual stimulation, contingent rewards, individualized consideration, inspirational motivation, and laissez-faire (let do)], supported by Bass and Avollo's model (p. 19).

Cruz (2017) highlights that all leadership styles are a cross-sectional product of leaders' heterogeneity. For Altamirano and Ríos (2022), the implications of "liderazgo positivo en las organizaciones de mayor exigencia comercial reconocen resultados óptimos cuando jerarquizar las capacidades necesarias para transformar a las entidades de buenas a excelentes... el líder combina la humildad personal y voluntad profesional" [positive leadership in organizations with greater commercial demands obtain optimal results when they hierarchize the capacities required to turn good entities into excellent... leaders combine personal humility and professional willingness] (p. 141). In organizations, managerial leadership should be studied from the point of view of positive and organizational psychology. In other words, research on leadership involves an interdisciplinary focus (Ayala, 2019; Vilca, 2020).

After the literature review, this paper will focus on understanding the processes which determine the degree of association between managerial leadership and management results, considering the managerial leadership dimensions of motivation, communication, negotiation, and inspection versus the manage-

ment results dimensions of planning, direction, supervision, and execution.

METHOD

This study is of a basic, quantitative, correlational, and non-experimental type. Its objective is to quantify the degree of association and the search for regularities in two variables: managerial leadership and management results. Two data collection instruments were used. For the measurement of the first variable, a questionnaire prepared by the author was used. It was based on several models, mainly the Multifactor Leadership Questionnaire widely known as MLQ, an instrument devised by Bass and Avollo, and the Managerial Leadership Questionnaire developed by Urday (2019). The data source for the second variable was the final results of the 2021 fiscal year, obtained from the 2021 End-of-year Management Report by the Interventions Directorate in the Education Sector, and the results of investment execution from January to December 2021 by ARCC.

It is important to highlight that the questionnaire reliability is high (Cronbach's alpha is 0.924, very close to 1 and within the range between 0.8 and 1) See Table 1. It is important to highlight that the measuring instrument for the second variable is a primary source and an official document, which means that it is validated by the institution.

Table 1
Reliability indicator

Cronbach's alpha	No. of items
,924	10

Note. Prepared by the author, 2023.

The instrument operationalization was quantified to process the data collected. The questionnaire is divided into four dimensions: communication, motivation, negotiation, and inspection. Each dimension has four indicators. In total, there are 16 items, each with a question. Each question has an answer scale divided into five levels of a Likert scale (Matas, 2018). Possible scores are 0 (Never), 1 (Rarely), 2 (Sometimes), 3 (Often), and 4 (Always). The second instrument was different, and a result

estimation was created, showing the degree of achievement in a scale of scores and ranges: Optimal (100-80): 5; Good (79-60): 4; Acceptable (59-40): 3; Below average (39-20): 2; Deficient (19-1): 1. In line with the official ARCC performance scale, it was established that high performance would be green, considering the range from 70% to 100%; average performance would be yellow, with a range from 30% to 70%; and low performance would be red, with a performance lower than 30%.

Key institutional documents (reports, statistics, etc.) and interviews were also reviewed and analyzed. The documentary treatment provided more secondary arguments because the motives of the study were the instruments applied and contrasted in a face-to-face and virtual manner in the DISE offices. Methodologically, this is known as cross-sectionality because it focused on a particular time.

The study population consisted of 260 active employees, with no gender distinction, both technical school and university graduates, working at the DISE. Sampling was probabilistic for finite populations; the sample consisted of 155 employees, supervisors, and subordinates (Ritchey, 2008). The questionnaire was administered face-to-face and/or online, achieving full participation. Statistical processing was performed by means of SPSS v. 23.

RESULTS

Normality was verified through the Kolmogorov-Smirnov test for a sample (Ritche, 2008, p. 221), resulting in a significance level equal to 0, p -value < 0.05. Therefore, managerial leadership does not show a normal distribution, and neither do management results. Therefore, it was decided that the association level would be measured through Spearman's rho correlation coefficient.

Once the general hypothesis was probed, it was shown that there is a direct, positive, and highly significant correlation between managerial leadership and management results (Spearman's rho = 89.7%). See Table 2. With regard to the specific hypotheses, a high and significant direct relationship was also demonstrated between the dimensions of the first variable and Management Results: Rho= 92.3% for commu-

Table 2

Correlation between managerial leadership and management results

			Managerial leadership	Management results
Spearman's rho	Managerial leadership	Correlation coefficient	1.000	.897**
		Sig. (two-tailed)	.	.000
		N	155	155
	Management results	Correlation coefficient	.897**	1.000
		Sig. (two-tailed)	.000	.
		N	155	155

Note. **, ** Correlation is significant at 0.01 (two-tailed).

Note. Prepared by the author, 2023.

Table 3

Correlation between communication and management results

			V1D1 Communication	Management results
Spearman's rho	V1D1 Communication	Correlation coefficient	1.000	.923**
		Sig. (two-tailed)	.	.000
		N	155	155
	Management results	Correlation coefficient	.923**	1.000
		Sig. (two-tailed)	.000	.
		N	155	155

Note. **, ** Correlation is significant at 0.01 (two-tailed).

Note. Prepared by the author, 2023.

Table 4

Correlation between motivation and management results

			V1D2 Motivation	Management results
Spearman's rho	V1D2 Motivation	Correlation coefficient	1.000	.977**
		Sig. (two-tailed)	.	.000
		N	155	155
	Management results	Correlation coefficient	.977**	1.000
		Sig. (two-tailed)	.000	.
		N	155	155

Note. **, ** Correlation is significant at 0.01 (two-tailed).

Note. Prepared by the author, 2023.

Table 5

Correlation between negotiation and management results

			V1D3 Negotiation	Management results
Spearman's rho	V1D3 Negotiation	Correlation coefficient	1.000	.915**
		Sig. (two-tailed)	.	.000
		N	155	155
	Management results	Correlation coefficient	.915**	1.000
		Sig. (two-tailed)	.000	.
		N	155	155

Note. **, ** Correlation is significant at 0.01 (two-tailed).

Note. Prepared by the author, 2023.

Table 6*Correlation between inspection and management results*

			V1D4 Inspection	Management results
Spearman's rho	V1D4 Inspection	Correlation coefficient	1.000	.892**
		Sig. (two-tailed)	.	.000
		N	155	155
	Management results	Correlation coefficient	.892**	1.000
		Sig. (two-tailed)	.000	.
		N	155	155

Note. **. ** Correlation is significant at 0.01 (two-tailed).

Note. Prepared by the author, 2023.

nication, see Table 3; Rho = 97.7% for motivation, see Table 4; Rho = 91.5% for negotiation, see Table 5; and Rho=89.2% for inspection, see Table 6.

DISCUSSION

When contrasting the results of this study with research performed in Peru, it is found that leadership is an administrative construct of great interest that is not compared with management results, since the main concern revolves around processes, failing to observe the entire panorama, which helps understand how the results of ongoing management are achieved.

Quispe (2021) and Villarroel (2020) link it to organizational climate and work commitment, respectively. Both studies are methodologically identical to the present study; in addition, their Spearman's Rho is very significant, although Quispe (2021) argues that the transactional leadership style has a greater positive impact on the organization, due to the imperfections of the Peruvian economy; therefore, said author suggests increasing budget allocations for internal customer training. However, this does not guarantee identification with the organization, increasing the risk of sunk or non-recoverable costs due to staff turnover. Along these lines, Villarroel (2020) states that the guarantee of favorable economic results is achieved when leaders have a strong influence on their followers, increasing commitment, but the author does not believe that very influential leaders become indispensable for the organization, leading to the problem of organizational dependence.

The studies by Ayala (2019) and Vilca (2020), also using a similar methodology, obtain moderate Spearman's Rho's of 0.521 and 0.593, respectively. Ayala (2019) experiments with different leadership styles and their effects on the results of local governments in Cusco, and Vilca (2020) analyzes management and decision-making to optimize results. When compared with the high significance of the Spearman's Rho value of 0.897 in this study, it is found that the mean relationship between variables is due to the high dispersion of leadership characteristics without defining a central leadership style.

According to Delgado Vera (2021), the high level of leadership leads to good job performance, due to communication, obtaining a strong correlation (Chi-square = 71.2%), and, albeit with a different statistic, the communication dimension of managerial leadership in this study also resulted in a strong association, Rho = 0.923. These results coincide because leadership with communication skills involves the development of emotional intelligence and teamwork. However, Valdiviezo (2018) emphasizes that the evaluation of results is evidenced by quality improvement, where communication is a tacit, hence innate, component in this process. A factor that coincides with this study is presented in the inspection dimension (Rho=0.892), although Valdiviezo (2018) states that verifying the optimal results of inspection is possible when the agents involved in the organization are studied quantitatively and qualitatively. Therefore, he applies semi-structured interviews to employees, decision-makers, and experts. The author's suggestions focus on em-

ployee satisfaction, but do not emphasize leadership.

Torres (2019) finds a high association between leadership and personal satisfaction by means of the T-Student applied due to the normal distribution of the variables. This statistic does not coincide with this study, as said work is methodologically descriptive, but this does not prevent the author from using multifactor instruments, as does this study. Therefore, the study states that improvements in salaries improve satisfaction in Latin American countries, specifically Mexico in this case, with similar economic characteristics to those of Peru. Ace-ro and Cortés (2021) prove that organizational economic success depends on leadership when projecting financial stability. This study was prepared during the COVID-19 pandemic, as well as this one, which also highlights the importance of financial management. This assessment contradicts those made by Agudelo (2020) and Cruz (2017), who focus their efforts on the leaders' professional profile, given that the probability of success increases depending on their competencies. This argument begins a discussion on the question whether leaders are born or made, a dilemma which is broken down into the managerial leadership dimensions. Finally, Moreno and Villalba (2021) believe that between leadership and management, intermediate processes must be controlled to ensure compliance with institutional guidelines and ordinances, following up until the goals are consolidated. These items integrate the instruction dimension of managerial leadership, whose results coincide with those in this study.

In projecting profit maximization as one of the goals of leadership, Alvear *et al.* (2019) assert that combining transactional and transformational leadership styles in top management directs the goal, which is demonstrated by Pearson's coefficient $r = 0.647$. This factor is interconnected with the dimensions of communication, motivation, and negotiation of high direct significance, with Spearman's Rho values of 0.923; 0.977; and 0.915, respectively. Although a risk shared by both papers is organizational dependence on a top manager, which is in line with the influence of managerial competencies and results-based management that

Diaz *et al.* (2018) question when leadership is personalized.

Parra *et al.* (2021) state that increasing the autonomy of the organizational culture, subject to its pillars and not to individuals, can be achieved through the synergy of the internal environment, internal policies and the improvement of corporate value, linked to the leaders' motivation, influence and persuasion at all levels. This correlational approach presents $r = 0.86$, which is similar to this study, in the four dimensions of managerial leadership. Therefore, both studies argue that the relationship between leaders and followers should have a shared vision of the future.

Rojero *et al.* (2019) and Altamirano and Ríos (2022) focus on the leaders' influence; the former on their followers, while the latter influence organizational practices. Both demonstrate that customers and companies are heterogenous. For this reason, an inflexible leadership style does not work in all industries. These are judgments that have not been taken into consideration because, in the Peruvian public sector, the guidelines and processes are unique and inflexible.

Rojas *et al.*'s (2021) results coincide with this study. Both obtained a high Rho result. Rojas' study obtained 0.74. However, the author of this research believes that management only shows reliable results when evaluating the financial situation, unlike this study, which shows a bigger picture. This strategy coincides with the paper by León *et al.* (2017) when looking at leadership, changes, results, and processes.

CONCLUSIONS

From what has been developed so far, it is demonstrated that there is a very significant positive direct relationship between managerial leadership and results-based management, through the Rho Spearman Correlation Coefficient of 0.897 (89.7%) with a p-value = 0 lower than 0.05. It is therefore concluded that effective increases in managerial leadership increase the efficiency of results-based management, for a period of abrupt changes and constant uncertainty due to the COVID-19 pandemic. To this end, a shared vision is essential.

Leadership should be intentionally task and goal oriented, and expertly exercised through theoretical knowledge and practical execution. In complicated circumstances, it is necessary to evaluate individuals, actions, and results.

The atypical circumstances open up the possibility of extending the study to other not so unfavorable circumstances (multiple crises). Although the business aim is to achieve the projected results, the times change leader strategies.

In all the dimensions of managerial leadership (communication, motivation, negotiation, and inspection), the direct and significant relationship with management results has been demonstrated, obtaining $Rho = 0.923$, $Rho = 0.977$, $Rho = 0.915$, and $Rho = 0.892$ respectively. Therefore, results-based measures increase the probability of achieving the projected goals. These include, following the score order, applying motivational strategies such as reward systems, disseminating information symmetrically by providing relevant information through assertive communication, reaching agreements among employees to then develop work standards, and exchanging resources (knowledge and practices) to subsequently, supervise their application. Proof of this can be found in the objectives reached by the DISE. However, as this research has the characteristics of a case study, it is not possible to extrapolate the results as application strategies for another state institution if it does not have structural similarities in the processes.

Therefore, in order to generalize some of the results, it is recommended that new questions be asked: What are the work dynamics among employees when results-based goals are established? To what extent does institutional commitment have an impact on leadership and results? Is the horizon of managerial leadership projected, sustainably, in the medium and long term, or is it a position that tends to recede when the scenarios and contexts are different?

None of the leadership styles are closed and finished categories. They combine with the profiles and tempers of those individuals who exercise a type of leadership. Likewise, their followers and/or employees have varied perceptions on the communication, motivation, negotiation,

and inspection dimensions. This means that, to complement the present research, it is recommended to apply the qualitative method, using the technique of semi-structured in-depth interviews with key employers and decision-makers.

In scenarios with high work pressure under atypical circumstances in the public sector, diligent inspection is an imperative. Compared to the others, this dimension has a lower degree of association because it involves the monitoring and fulfillment of employees' functions in an impartial and holistic manner. When professionally led, diligent inspection helps reduce the view that public officers are politicians rather than executives.

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Conflicts of interest

The author has no conflicts of interest to declare.

Author contributions

Gloria María Delgado Vera (lead author): research, methodology, software, writing (original draft, review, and editing).