













Leadership and person management skills in a footwear manufacturer in the city of León, Guanajuato




Habilidades de liderazgo y gestión del personal en una manufacturera de calzado de la ciudad de León, Guanajuato

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Abstract

The purpose of the research is to understand the work environment through a diagnosis of the factors that affect the performance of workers and the lack of motivation in order to understand the problems in the direction and management of personnel in a footwear company. The city of León Guanajuato. The method is quantitative, non-experimental, the data were obtained only once, descriptive statistics were used, the recording of the measurements was through a structured questionnaire and analysis tools, a census of the 251 people who work in the company was applied. A questionnaire was designed with 47 questions on a Likert scale. The result is the need to develop leadership and management skills in middle management to improve performance, intra-organizational communication and staff motivation in a footwear manufacturing company in the city of León, Guanajuato.

Resumen

El propósito de la investigación es comprender el ambiente laboral a través de un diagnóstico de los factores que afecta el desempeño de los trabajadores y la falta de motivación con la finalidad de comprender la problemática en la dirección y gestión del personal en una empresa de calzado de la ciudad de León Guanajuato. El método es cuantitativo, no experimental, los datos se obtuvieron una sola vez, se utilizó estadística descriptiva, el registro de las mediciones fue a través de un cuestionario estructurado y herramientas de análisis, se aplicó un censo de las 251 personas que laboran en la empresa. Se diseñó un cuestionario con 47 preguntas en escala de Likert. El resultado es la necesidad de desarrollar habilidades de liderazgo y gestión en los mandos medios para mejorar el desempeño, comunicación intraorganizacional y motivación del personal en una empresa manufacturera de calzado de la ciudad de León, Guanajuato.

Objectives	Methods	Results
The purpose of the research is to understand the work environment through a diagnosis of the factors that affect the performance of workers and the lack of motivation in order to understand the problems in the direction and management of personnel in a footwear company. The city of León Guanajuato	The method is quantitative, non-experimental, the data were obtained only once, descriptive statistics were used, the recording of the measurements was through a structured questionnaire and analysis tools, a census of the 251 people who work in the company was applied. A questionnaire was designed with 46 questions on a Likert scale.	The result is the need to develop leadership and management skills in middle management to improve performance, intra-organizational communication and staff motivation in a footwear manufacturing company in the city of León, Guanajuato.

Objetivo	Método	Resultados
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Climate, Leadership, Management

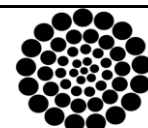
Clima, Liderazgo, Gestión

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Introduction

In the dynamics of leadership and personnel management, it is important to establish work teams that understand the functions, activities, obligations as well as the strategic framework that provide guidelines to achieve competitiveness in the market, the objectives and goals provide a guide for decision making, the organisational structure is designed to facilitate coordination, establish hierarchical and horizontal order in the configuration of operations, intra-organisational, upward, downward and horizontal communication to achieve the operability of processes and products.

In an initial interview with the person in charge of the human resources department, the need to apply a work climate study was identified in order to find the main factors that affect work performance and disinterest of the personnel in the areas that have an impact on work productivity and the organisation's objectives in order to apply an improvement strategy. In accordance with the above, the question arises: what are the factors that affect staff performance in a footwear manufacturing company?

One of the issues that focus on the factors that affect staff performance is the abandonment, focusing attention on the direct relationships in the relationship between job satisfaction and staff turnover.

From the organisational climate approach, some authors refer to the value of measurement is preserved by understanding how employee perceptions affect the organisation and its results, being the distinctive reflection of each entity and even of specific areas of a unit, the contribution of the study is that it speaks of the importance of perception to foster a strategy to improve staff skills.

Although the concept of 'organisational climate' involves the interpretations and perceptions of an institution's stakeholders about their work, it relates to the overall improvement of staff, workers and collaborators in their performance; its analysis also contemplates how the organisation can survive and compete with its rivals.

Within an organisation when the balance between individual factors and working conditions is achieved, the work creates feelings of self-confidence, increases motivation, increases the work capacity and well-being of the employee.

Leadership as a relationship of functions between leader and subordinate in an organisational structure represents the formal degree in the organisational chart and is specified in profile manuals and job descriptions, however, the group dynamics is studied as it represents the informal aspect which overlaps the aspects that cannot be seen with the naked eye and which represents the codes of conduct in its social dynamics which are different from the organisational set-up that is represented in the formal aspect.

The issue of leadership is very important in the organisation as it allows to generate a better ability to influence team members to achieve the vision or goal setting. The source of influence can be formal according to the position in the hierarchy of the organisation.

Management models, which allow a small scale view of the reality of scenarios, strategies or approaches, in optimising processes and efforts for better performance, contribute to understanding how the context works.

Blake and Mouton describe in a graphical model the leadership styles developed in a matrix that outlines the leadership grid, based on the styles and dynamics, the approach of this model takes into account the dimensions of employee and task orientation.

The Hersey-Blanchard Model focuses on the adaptation of the leadership style to the development needs of the team members, it is a formative approach. Four leadership styles are specified in this model: directing, guiding, supporting and delegating. Project managers assess performance in relation to staff competencies and commitments to determine the most appropriate leadership style in each situation to best achieve objectives.

The OSCAR model of coaching and mentoring was designed by Karen Whittleworth and Andrew Gilbert.

The model helps to support staff to adapt the way they carry out coaching or leadership in managing an action plan that they consider and that supports personal development. The model refers to five contributing factors: Outcomes, situation, options, actions, review.

Working hypotheses

H1: The induction process, intra-organisational communication, labour relations, working conditions and the lack of a life and career plan are factors that affect performance and disengagement in a footwear manufacturing company in the city of León, Guanajuato.

Null hypothesis

H0: The induction process, intra-organisational communication, labour relations, working conditions and the lack of a life and career plan are not factors that affect performance and disengagement in a footwear manufacturing company in the city of León, Guanajuato.

Methodology

The methodology is quantitative, hypothetical deductive, based on descriptive statistics, the criterion for data management was: Control: observational; Temporality: retrospective; Dimensionality: cross-sectional, data were collected only once; The comparability criterion: descriptive. A questionnaire was applied to 251 people, representing 100% of the company's employees.

A questionnaire was designed with 47 questions on a Likert scale, considering the answers: a) totally agree, b) agree, c) neither agree nor disagree, d) disagree, e) totally disagree.

The average response time for each employee was 16 minutes, at the time of application there was no problem in understanding the questions, the instructions for filling out the questionnaire were made known, and the following dimensions of analysis were considered:

I) Induction to the job.

II) Relationship with the immediate boss.

III) Relationship with co-workers.

IV) Working conditions.

V) Personal Evaluation.

VI) Growth on the job.

Results

The results of the questionnaire are described below.

On question 1. I received training when I joined the company: 46% strongly agreed, 40% agreed, 6% neither agreed nor disagreed, 2% disagreed and 6% strongly disagreed.

In question 2. I know the company's policies: 36% strongly agreed, 42% agreed, 10% neither agreed nor disagreed, 0% disagreed and 12% strongly disagreed.

In question 3. I was given a job description: 48% strongly agreed, 28% agreed, 14% neither agreed nor disagreed, 6% disagreed, 4% strongly disagreed.

In question 4. I was given assistance in carrying out my work: 50% strongly agreed, 24% agreed, 16% neither agreed nor disagreed, 6% disagreed and 4% strongly disagreed.

In Figure 1, question 5. I received support and trust from my line manager: 42% strongly agreed, 28% agreed, 16% neither agreed nor disagreed, 8% disagreed and 6% strongly disagreed.

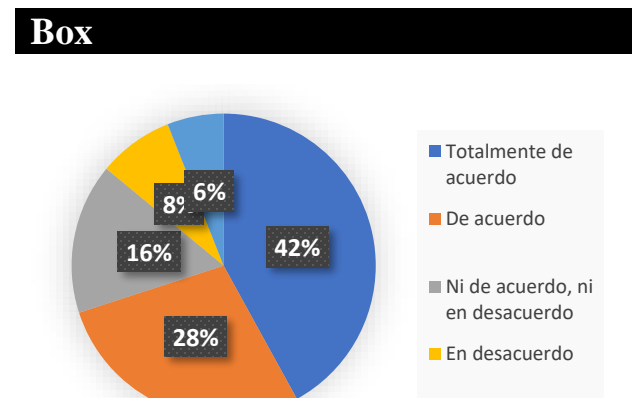


Figure 1

I received support and confidence from my immediate superior

Source: Own elaboration

In question 6. I received support and trust from my co-workers: 38% strongly agreed, 36% agreed, 12% neither agreed nor disagreed, 8% disagreed and 6% strongly disagreed.

In category II) Relationship with the immediate boss

In question 7. He/she is a person with whom you can discuss work-related issues: 44% strongly agreed, 34% agreed, 12% neither agreed nor disagreed, 6% disagreed and 4% strongly disagreed.

In question 8: Do you feel that you have the moral support of your direct boss: 36% strongly agreed, 38% agreed, 10% neither agreed nor disagreed, 6% disagreed and 10% strongly disagreed.

In question 9. Do you think that you accept feedback to make the work faster and more efficient: 40% strongly agreed, 34% agreed, 12% neither agreed nor disagreed, 8% disagreed and 6% strongly disagreed.

In figure 2, question 10. Reacts well to an unexpected situation or one that has gone wrong: 24% strongly agreed, 26% agreed, 16% neither agreed nor disagreed, 20% disagreed and 14% strongly disagreed.

Box 2

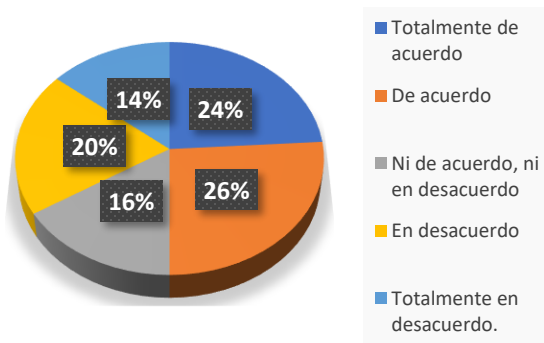


Figure 2

Reacts well to an unexpected situation or one that has gone wrong

Source: Own elaboration

In question 11. Forms a positive relationship between co-workers: 42% strongly agreed, 32% agreed, 12% neither agreed nor disagreed, 8% disagreed and 6% strongly disagreed.

In question 12: It gives me tools that help me to improve at work: 46% strongly agreed, 30% agreed, 10% neither agreed nor disagreed, 10% disagreed and 4% strongly disagreed.

In figure 3, question 13. It motivates me to better develop my skills: 48% strongly agreed, 12% agreed, 22% neither agreed nor disagreed, 10% disagreed and 8% strongly disagreed.

Box 3

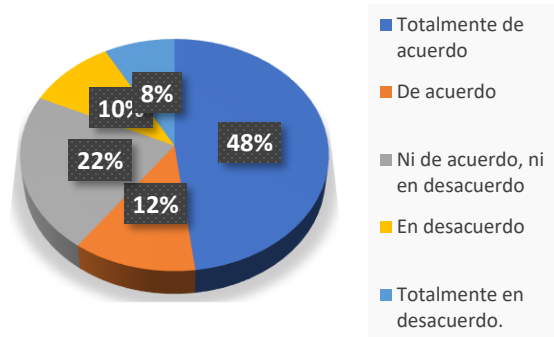


Figure 3

It motivates me to develop my skills better

Source: Own elaboration

In figure 4, in question 14. Accepts ideas and suggestions from the team: 32% strongly agreed, 28% agreed, 16% neither agreed nor disagreed, 20% disagreed, and 4% strongly disagreed.

Box 4

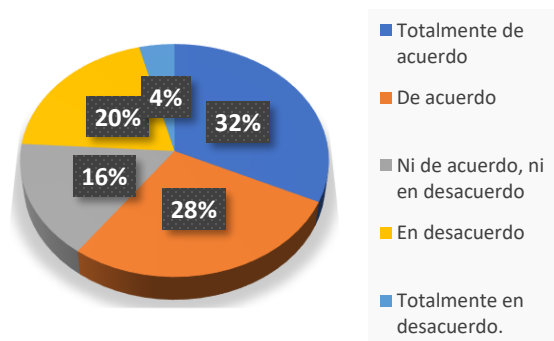
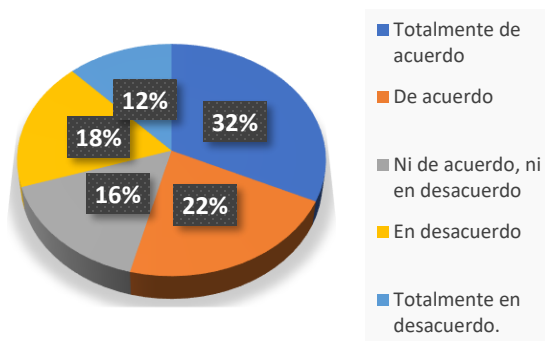


Figure 4

Leader accepts ideas and suggestions from the team

Source: Own elaboration

In Figure 5, question 15 When I make a mistake I receive appropriate guidance: 32% strongly agreed, 22% agreed, 16% neither agreed nor disagreed, 18% disagreed and 12% strongly disagreed.

Box 5**Figure 5**

When I make a mistake, I receive adequate guidance

Source: Own elaboration

In question 16. Recognises when someone is not feeling well, is sympathetic: 38% agreed strongly, 34% agreed, 26% neither agreed nor disagreed, 2% disagreed and 0% strongly disagreed.

In question 17. Coordinates group activities appropriately: 42% strongly agreed, 38% agreed, 12% neither agreed nor disagreed, 2% disagreed and 6% strongly disagreed.

In question 18. Involved in the implementation of group activities: 28% strongly agreed, 50% agreed, 8% neither agreed nor disagreed, 6% disagreed and 8% strongly disagreed.

In question 19. I consider that I have good communication with my co-workers: 42% strongly agreed, 28% agreed, 12% neither agreed nor disagreed, 6% disagreed and 12% strongly disagreed.

In question 20. There is respectful treatment among colleagues in my work group: 32% strongly agreed, 32% agreed, 28% neither agreed nor disagreed, 2% disagreed and 6% strongly disagreed.

In question 21. There is unity in the group: 40% agreed strongly, 30% agreed, 22% neither agreed nor disagreed, 6% disagreed and 2% disagreed strongly.

In question 22. I feel comfortable in my work group: 36% strongly agreed, 36% agreed, 16% neither agreed nor disagreed, 8% disagreed and 4% strongly disagreed.

In question 23. Co-workers are supportive when needed: 42% strongly agreed, 24% agreed, 14% neither agreed nor disagreed, 12% disagreed and 8% strongly disagreed.

In question 24. I consider my co-workers to be honest and trustworthy people. 36% strongly agreed, 40% agreed, 14% neither agreed nor disagreed, 4% disagreed and 6% strongly disagreed.

Working conditions.

In question 25. Workload is provided and distributed in an organised manner: 32% strongly agreed, 50% agreed, 4% neither agreed nor disagreed, 8% disagreed and 6% strongly disagreed.

In question 26. The necessary material for the work is available: 56% strongly agreed, 22% agreed, 10% neither agreed nor disagreed, 12% disagreed and 0% strongly disagreed.

In question 27. There is enough space to do the work: 56% strongly agreed, 42% agreed, 10% neither agreed nor disagreed, 2% disagreed and 0% strongly disagreed.

In question 28. There is order and cleanliness in my workspace: 56% strongly agreed, 14% agreed, 6% neither agreed nor disagreed, 14% disagreed and 10% strongly disagreed.

In question 29. There is good lighting in the workspace: 60% strongly agreed, 38% agreed, 0% neither agreed nor disagreed, 2% disagreed and 0% strongly disagreed.

In question 30. There is good ventilation in the workspace: 50% strongly agreed, 34% agreed, 2% neither agreed nor disagreed, 6% disagreed and 8% strongly disagreed.

Personal evaluation.

In question 31. I am a responsible person at work: 90% agreed strongly, 10% agreed, 0% neither agreed nor disagreed, 0% disagreed, 0% disagreed and 0% strongly disagreed.

In question 32. I fulfil only the functions indicated: 56% strongly agreed, 38% agreed, 6% neither agreed nor disagreed, 0% disagreed and 0% strongly disagreed.

In question 33. I meet my goals: 56% strongly agreed, 40% agreed, 4% neither agreed nor disagreed, 0% disagreed and 0% strongly disagreed.

In question 34. I am willing to learn something, no matter how little: 50% strongly agreed, 40% agreed, 10% neither agreed nor disagreed, 0% disagreed and 0% strongly disagreed.

In question 35. I am willing to work overtime if the workload requires it: 36% strongly agreed, 48% agreed, 8% neither agreed nor disagreed, 4% disagreed and 4% strongly disagreed.

In question 36. I am a respectful and friendly person with colleagues: 68% strongly agreed, 32% agreed, 0% neither agreed nor disagreed, 0% disagreed and 0% strongly disagreed.

In question 37. I am willing to learn something, no matter how little: 50% strongly agreed, 40% agreed, 10% neither agreed nor disagreed, 0% disagreed, 0% strongly disagreed and 0% strongly disagreed.

In question 38. I separate work and personal relationships: 56% strongly agreed, 40% agreed, 4% neither agreed nor disagreed, 0% disagreed and 0% strongly disagreed.

In question 39. I consider myself an honest person: 88% strongly agreed, 12% agreed, 0% neither agreed nor disagreed, 0% disagreed, 0% disagreed and 0% strongly disagreed.

In question 40. I consider myself an honest person: 58% strongly agreed, 30% agreed, 12% neither agreed nor disagreed, 0% disagreed and 0% strongly disagreed.

In question 41. If I recognise a negative attitude in myself, I have the ability to change it: 64% strongly agreed, 28% agreed, 8% neither agreed nor disagreed, 0% disagreed and 0% strongly disagreed.

In Figure 6, question 42. If I received a job option I would leave: 14% strongly agreed, 38% agreed, 30% neither agreed nor disagreed, 10% disagreed and 8% strongly disagreed.

Box 6

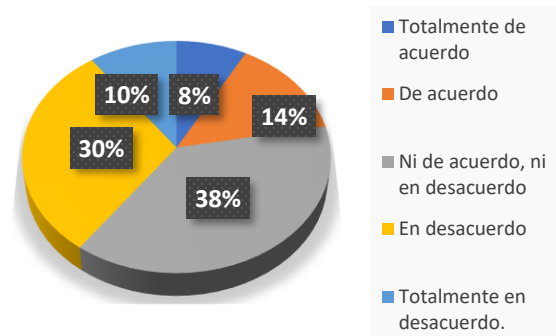


Figure 6

If I received another employment option, I would leave

Source: Own elaboration

Growth at work

In question 43. I receive adequate and timely training to carry out the work I do: 40% strongly agreed, 30% agreed, 12% neither agreed nor disagreed, 8% disagreed and 10% strongly disagreed.

In question 44. I believe there is opportunity for growth: 36% strongly agreed, 28% agreed, 26% neither agreed nor disagreed, 2% disagreed and 8% strongly disagreed.

In question 45. I think I can be promoted within the company: 38% strongly agreed, 32% agreed, 16% neither agreed nor disagreed, 10% disagreed and 4% strongly disagreed.

In question 46. I am happy to stay with the company: 56% strongly agreed, 34% agreed, 8% neither agreed nor disagreed, 2% disagreed and 0% strongly disagreed.

In question 47. My personal objectives are in relation to the company's objectives: 48% strongly agreed, 32% agreed, 14% neither agreed nor disagreed, 4% disagreed and 2% strongly disagreed.

Conclusions

In relation to the hypothesis statement, it was identified that the factors that affect the performance and motivation of personnel are the lack of leadership and intra-organisational communication in a footwear manufacturing company in the city of León, Guanajuato.

The results of the study identified the need for managers and bosses to develop leadership skills, emotional intelligence, communication, motivation, supervision, collaborative work and guiding staff to achieve objectives.

The direction and management of an organisation is one of the most important issues because of the role that the human factor plays in achieving the general and specific objectives of an organisation.

It is necessary that the staff involved in the different processes, understand what has to be done, assume a commitment by demonstrating attitudes in the social dynamics, be able to communicate and have the necessary competences to achieve the objectives and goals in the challenges that the context entails, from planning, execution, monitoring and improvement, hence the relevance of this subject.

Declarations

Conflict of interest

The authors declare that they have no conflicts of interest. They have no known competing financial interests or personal relationships that might have appeared to influence the article reported in this paper.

Authors' contribution

Rivera-Cisneros, Miguel Angel, Idea, methodology, technique, data collection, graphing

Franco-Bravo, Azeneth Irazú: elaboration of graphs

Pérez-Flores, Angélica Josefina: elaboration of theoretical framework

Serrano-Torres, Ma. Guadalupe: Review, elaboration of conclusions.

Availability of data and materials

The availability of data is protected to protect the privacy of the organisation.

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Note: The references used in this document were of basic selection.

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