Artículo
Leaders' Characteristics in Organizational Context
Caracterización del Líder en el Contexto Organizacional

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Abstract

Present study investigates the characteristics of leaders within the pharmaceutical sector; to effectively address challenges arising on the organizational context. It aims to understand how these leaders influence various organizational aspects such as communication, planning, process control, and customer service. To achieve this objective, an instrument based on the Likert scale was employed to assess both intrapersonal and extra-personal attributes of leaders. Data was collected from 18 subordinates within the organization. The study utilized descriptive statistics to analyze the collected data and determine the consistency of responses. The results indicate positive perceptions of leaders' performance among subordinates, particularly in terms of truthfulness, punctuality, negotiation skills, educational background, and receptiveness to feedback. The data also suggests a normal distribution of responses, highlighting the consistency in the perceived leadership qualities. This study contributes to the existing literature by providing insights into the leadership attributes valued within the pharmaceutical sector.
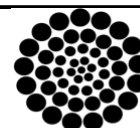
Resumen

El estudio aborda las características del líder dentro del sector farmacéutico para abordar de manera efectiva los desafíos surgidos del contexto organizacional. Su objetivo es comprender cómo el líder gestiona diversos aspectos como la comunicación, planificación, control de procesos o servicio al cliente. Para ello, se empleó un instrumento de medición en la escala Likert con objeto de evaluar tanto las características intrapersonales como extrapersonales del líder. Se entrevistó a 18 subordinados, utilizándose estadísticas descriptivas para analizar los datos recolectados y determinar la consistencia de las respuestas. Los resultados indican percepciones positivas sobre el desempeño de los líderes entre los subordinados, particularmente en términos de veracidad, puntualidad, habilidades de negociación, formación académica y receptividad a la retroalimentación. Los datos también sugieren una distribución normal de respuestas, destacando la consistencia en las cualidades de liderazgo percibidas. Este estudio contribuye a la literatura existente al proporcionar información sobre las características de liderazgo valoradas dentro del sector farmacéutico.
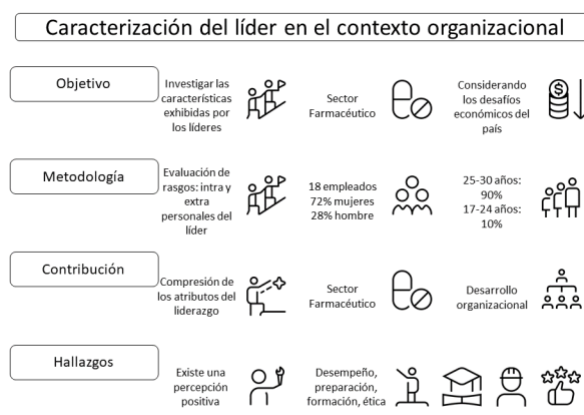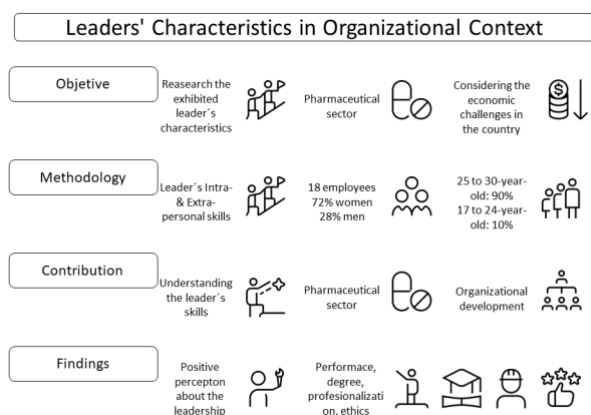
Alpha Cronbach, Leadership Characteristics, Leadership´s perception

Alfa Cronbach, Características del líder, Percepción del liderazgo

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Journal of Technology and Education

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Introduction

Present study´s objective is to know the characteristics that organization´s leader holds to face the challenges from the country economic dynamics, at reducing problems among different aspects, such as communication, planning, processes control, customer service, etc. To evaluate the intrapersonal and extra personal characteristics of the leader in the pharmaceutical sector´s company, an instrument based on Likert scale was applied, where 18 subordinates participated, 72% of the respondents are women and 28% men, 90% are 25 to 30 years old, 10% are 17 to 24 years old. Cronbach´s alpha reliability analysis of instrument was performed, resulting 0.8793 and 0.8648 each of the intra- and extra- personal characteristics. Mean and standard deviation of these scales were determined; results behave like a normal distribution. Research allowed to analyze "how subordinates perceive their managerial leader", concluding they have a good perception from leader´s performance, preparation, training and professional ethics, they perceive that the leader always tells the truth, recognizes the credit of his peers, arrives on time, has a high level of general culture, has a global business vision.

Research is relevant because it allows us to know the leader from different aspects so that, if necessary, he/she acquires tools that allows him or her to perform efficiently.

Theoretical context

A leader has influence on the attitudes, actions, behaviors, activities and resources over its team members; it is the main link between resource management and achievement of organizational objectives.

Leader´s main skill when leading a work team is to provide necessary opportunities to its collaborators so that, in addition to carrying out their tasks efficiently, they can professionally progress and advance.

Likewise, the main actions that a leader must exercise in managing a team are: assertive communication, empathy, respect, he/she must practice constant feedback and consider whether training is necessary to meet the organization purposes.

Diversity plays a crucial role in organizations' leadership, as leaders must be able to manage teams with members of different cultures, genders, ages and educational backgrounds (Yukl, 2008), in meeting specific objectives, while being flexible to address complexities and dynamics within an organizational environment. One of the biggest challenges that leaders face, lies in the need to empower and enable organizations and people, then, they can face the constant challenges and demanding environment (Uhl-Bien & Arena, 2018).

Mumford, Todd & McIntosh (2017) mention that information management and problem solving depend on leader's ability to allocate resources to these aspects. Assuming the above, and if there is a reduced cognitive level, leader will lack a correct decision-making process in solving problems. In addition, there are attitudes of leader that result in destructive leadership, in which leader skill is developed in opposite direction to goals' achievement and objectives' fulfillment. Shaw, Erickson & Harvey (2011) suggest that interest has increased in exploring nature of destructive, toxic, harassing or abusive leader. Negative leader generally causes the organization´s detriment, especially in those areas over which leader has influence. Destructive leadership can be defined with reference to its main direction or goal: towards self-destruction (destruction of one's own person); towards destruction of the organization; and, towards its internal members and external stakeholders (Padilla *et al.*, 2007).

Leadership

The term leadership is derived from the word "lead" which refers to the ability to influence people, to direct them towards purposes or goals (Duarte & Cruz, 2019). Concept "global leadership" is also recognized and is defined as the ability of human beings to organize an institution, guide groups and generate significant ideas towards planned achievement, while generating value in people to continue on success´ pathway. The history on research "leadership" seems to have been dominated by those attempts to understand good leadership or effective leadership (Shaw, Erickson & Harvey, 2011).

Due to the interest of those involved in determining leadership characteristics and its application within educational, productive, political, cultural, social, civil organizations, etc. Over time, leadership has undergone changes and has evolved to obtain a broader concept. In this new century, leadership is defined as a process of leading a colleague's group to achieve goals, without using forces above those who participate, to achieve common objectives.It is recognized that leader and his/her followers present obstacles in achieving their goals. Álvarez (2000, cited in Camacaro, 2019), defines leadership as the process of leading a group of people to a certain objective, without using coercive mechanisms, with a view to achieving goals that benefit to everyone. Leadership was recognized as a key function for organizations' management, emerged as a tool to direct and optimize administrative and productive processes (Gipson *et al.*, 2017).It is clear that leadership is not something that can be taught, rather it is a capacity that is developed based on readings and observation, a habit or skill that not all of the people develop and those who do, forget their main objective; which is to be leaders in any context, regardless of time. In addition to above, it can be mentioned that there are a series of conditional factors that can trigger leadership´s development in a person, these factors encompassing two aspects: intra-personal and extra-personal. Interpersonal factors refer to those characteristics of the person, they are part of their personal growth such as education, cultural level, academic level, level of cognitive development, scale of values, their worldview and/or paradigms. While extra-personal factors correspond to those characteristics, beyond the reach of the person, such as: work environment, work experience, work team, organizational culture, relationship with clients, relationship with suppliers, relationship with the immediate boss. These factors are analyzed in the present research.

Fisher, Newman & Sendjaya (2024), performed a review, where it is provided conceptual clarity around a definition of interim leadership, offered key insights in how to improve research design, developed a framework to examine theories, themes and influencing factors pertinent to the selection, socialization, success, and succession of interim leaders, and proposed a comprehensive agenda for future research.

Leadership styles

They are a fundamental component to understanding how leaders interact with their followers and exert influence, they represent different ways in which leaders interact to their followers, make decisions, among other characteristics. Northouse (2018) & Gümüş *et al.* (2021) review experiences on social justice and state that the largest amount of research on leadership occurs in European and Anglo-Saxon countries with a strong focus on describing practices and addressing special education contexts.To talk about political leadership and its relevance in a city-brand strategy, Braun, Kavaratzis & Zender (2013), includes the city-brand strategy´s objectives in the priorities of governing party. Develops an adequate management strategy for different stakeholders, concludes that political leadership positively affects the strategic implementation of the city-brand and the credibility of the implementation of the city strategy is linked to the credibility of political leadership.Einarsen *et al.* (2007) define destructive leadership as: the repeated and systematic behavior of a leader, supervisor or manager that violates the legitimate interest of the organization, sabotaging the objectives, tasks, resources of the organization, and/or the motivation, well-being or satisfaction of subordinates´ work. In this sense, Naseer *et al*. (2016) points out that tyrannical leadership, abusive supervision, undermined leadership and destructive leadership are oriented towards oppression, humiliation and antagonistic behaviors against subordinates; points out that despotic leadership encompasses leader behavior that reflects selfish motives, designed to manipulate, use and exploit followers for personal achievements. For Schyns & Schilling (2013) destructive leadership is negatively related to the concept of positive leadership and directly related to the concept of negative leadership. Furthermore, this (negative) leadership is positively related to the concept of negative organization.

Theories about leadership

Different theories about leadership provide a conceptual framework that makes it easier to understand the impact that leaders imprint on their teams and organizations.

Theories are not mutually exclusive, rather they tend to be combined into comprehensive leadership approaches. In this context, leaders must have a wide range of skills and competencies to meet leadership´s challenges in today's business environment. In addition, effective communication skills and ability to inspire teams, perform decision making and the ability to adapt to different situations are also required.

Hersey & Blanchard (1998), identify three forces that lead to leadership action: situational power, follower power and leader power, which indicates the importance of pointing out that leaders must consider not only opportunities for followers to receive advice, but also the consequences of their own actions, adapting the leadership style to changing needs (Figueroa, 2012).

Meyer & Allen's theory of organizational commitment distinguishes components of commitment to strengthen the employee-organization relationship, of which there are the following three dimensions: continuity, affective, normative. In continuity dimension, the reason for remaining in the company is evaluated, such as the need of a salary perceived; in affective dimension, feelings of belonging such as affection or joy are found; in normative component, individual finds himself committed to contributing to organization's objectives, which is why the employee is loyal to his role (Meyer & Allen, 1997).

According to Bass & Riggio (2010) transformational leadership theory is focused on the impact that leaders have regarding trust, respect and admiration on followers, providing inspiration and motivation to exceed expectations. In addition, four components were determined that differentiate this type of leadership: Intellectual stimulation, in which it encourages the creativity of its followers, exploring new opportunities that benefit the company. Individualized consideration, in which they maintain open communication individually and collectively, encouraging all followers to share their ideas and allowing leaders to directly recognize achievements. The inspiration and motivation provide the ability for leaders to transmit their motivation, achieving greater productivity in the organizational context.

Finally, idealizing influence, the leader becomes a model for followers, giving the opportunity for new transformational leaders to emerge within the company.

Leader´s role in organizational development

Organizational development articulates different elements with which leader can lead an organization towards achieving its objectives such as economic growth, organizational culture, knowledge management and innovation. Organizational leadership is an integrative concept in which a positive impact can be achieved in organizations by recognizing the capabilities of human capital. Achieving organizational development will allow the entrepreneur to take advantage of the opportunities presented to him (Delfin Pozos & Acosta Márquez, 2016).

Regarding organizational development and leadership, there are several definitions, on one hand, it is understood as the set of actions for a company that aims to grow and improve its performance, either by increasing its presence in the market or its competitiveness (Diaz & Dominguez 2017), likewise, it is articulated with the concept of economic growth, organizational culture, leadership, knowledge management and innovation to achieve organizational objectives (Delfin Pozos & Acosta Márquez, 2016).

On the other hand, González-Valencia (s/f) state that leadership is a key component for organizational development in productive sector, since it is present in different stages of a company´s creation and start-up, from adoption of technology to own research and development that the entrepreneur can generate to take advantage of a market opportunity.Organizational leadership influences integration of resources to implement previously established decisions by executing plans, those resources include material and human ones, who (leader) intervenes in the supervision, surveillance and guidance of subordinates, as well as the ways in which activities are carried out properly. Finally, the leader influences the motivation of subordinates; motivating employees is the most important task of management as well as complex, since execution of work aimed at obtaining the objectives is achieved, according to the expected standards or patterns.

Wang, Yao, & Gao (2024), performed an study on 319 employees working in 67 teams in China a, where they could find that, leaders' positive emotions are positively associated with employees' psychological safety, suggesting that leaders appropriate and proper expressions of their positive emotions can be transmitted directly to employees, not only infecting their emotions and instilling in them a positive and proactive mindset but also giving them a perception of a secure and reassuring psychological experience. On this context, Lavoie-Tremblay *et al.* (2024), whit their quantitative study´s results suggested a significant improvement in terms of leadership capabilities, work satisfaction, and reduction in perceived stress among participants, when leaders are trained on leadership skills.

Tools for evaluating leader in the organization

The leader´s evaluation within the organization can even be carried out intuitively, when, from the perspective of the observer (student of the topic or researcher), an empirical scale or a reference framework can be generated to evaluate (judge) the leader (or leadership) characteristics that the leader has in a given organization, this intuitive reference being the watershed for the creation of a formal evaluation scale of the characteristics that the leader has in the company.Lupano-Perugini & Castro-Solano (2016) suggest that, to evaluate the leader, it is necessary to first understand what each theory understands by leader, for the simple reason that the theoretical approach that the researcher adopts to carry out his study will determine the type of method you choose for your evaluation and the corresponding instruments and techniques derived from the chosen methodology.

The style test allows the manager to obtain a self-diagnosis on the way in which he leads his subordinates in the performance of tasks and in their environment.The objective of the self-diagnostic test of management style is to assess the subject for the managerial position. It is a test of management style and consists of 35 items in which certain descriptions of behavior appear. The subject must mark those that best reflect his or her performance.

The self-assessment of leadership styles describes various aspects of the leader's behavior; the objective is to diagnose the level of orientation towards the task or towards people when directing a project.The test on delegation of authority. Its objective is to assess the subject's abilities in the process. It is a test made up of 10 items, which must be answered with the options "Yes" or "No". It assesses the degree to which the subject has developed skills to delegate authority.

For the evaluation of leadership, there are various scales such as quantitative (Larsson *et al.* 2003; Larsson, Söderhjelm, Sjövold, & Zander, 2017; Ahn, Lee, & Yun, 2018), or qualitative (Shek & Law, 2014; Molina *et al* 2023; Jalil, Soukup, Akhter, Sevdalis, & Green, 2018), which allow us to have an approximation of the level of leadership existing in a person or organization.

The sociometric test was used by J. Moreno to assess leadership, the tool indicates that the managers who have the greatest influence on the rest are the most popular in the work team, so all this indicates that psychosociological phenomena are important and must be considered in the life of the group. Haque (2020) in his article titled How is responsible leadership related to the three-component model of organizational commitment? showed that not only the study and the leadership style are important, but that transformational leadership has to do with the commitment of collaborators with the leadership variable as a moderator. Its object of study was 323 respondents who were members of companies that distribute and implement computer equipment in Australia.Alghusin & Al- Ajlouni (2020) in their research titled transformational leadership studied leadership as a driving function of organizational commitment and its influence on job performance. Bashir (2020), in his article moderate mediation between transformational leadership and organizational commitment, asserts that, in transformational leadership, fair work processes and career prospects are the aspects through which employee commitment can be explained. towards the organization. Their research involved 265 professors surveyed from 26 branches of private universities in Pakistan.

It indicated that boss leadership contributes to employee commitment through perceptions of fair work processes. It suggests that fair procedures are necessary, but not sufficient to achieve employee organizational commitment. On the other hand, it indicates that the more promotion opportunities the organization ensures, the more committed employees will be to the company.

Peng, Liao, & Sun (2019) conducted the research entitled The Influence of transformational leadership on employees and applied a measurement instrument to 188 employees from eight public organizations in the northern United States of America and had as reliability indicators a Cronbach's Alpha of 0.940 for transformational leadership and a Cronbach's Alpha of 0.740 for organizational commitment.

The result indicates that providing good social signals from management is more effective in delivering express communications or manipulations to employees for perceptions of their work in real environment of the task, which results in better worker performance and commitment.

Kim & Shin (2019) in their research titled transformational leadership was based on the theory of Multifactor transformational leadership.

Leadership Questionnaire-5X (MLQ-5X) conducted an analysis with 491 employee respondents, working for 51 foreign subsidiaries in Korea from countries such as the US, England, Germany and Switzerland.

The findings showed that both behavior within the organization and the personal behavior of employees were mediated by psychological empowerment to determine organizational commitment and both were influenced by transformational leadership behaviors.

The finding suggests that the behaviors of a transformational leader increase followers' organizational commitment through the empowerment process.

Therefore, the study has significant value as it reveals the individual differentiating effects and processes of transformational leadership for organizational commitment in the Asian context.

Method

Reliability analysis. The instrument allowed measuring the perception of the managerial leader through the perspective of the subordinate, to check its reliability, the excel tool was used to calculate Cronbach's alpha, which aims to evaluate the reliability of the instrument, this technique shows the inter correlation between various variables of the measurement instrument, therefore, it separates from the set the variation that belongs to common factors of the questions and that which relates to factors unique to each of them, the reliability coefficient ranges between 0 and 1, although The acceptable margin ranges from 0.7 onwards.

In following table (Table 1) it is shown the reliability analysis.

Box 1

Table 1

Reliability analysis

Managerial leadership model	Elements	Alfa Cronbach
Intrapersonal characteristics	28	0.8793
Extra personal features	14	0.8648

Source: Own elaboration

The reliability analysis is appreciated for each of the characteristics analyzed in the study, which are integrated in the questionnaire, both in the intra-personal and extra-personal characteristics, it exceeds 0.8, indicating a good degree of reliability according to George & Mallery (1995).

To carry out the research and evaluate the intra-personal and extra-personal characteristics of the leader within an organization in the pharmaceutical sector, the Likert scale is considered, which includes three levels "most of the time/always", "some occasions" and "never/rarely". Table 2 presents the items considered for the leader evaluation and their intrapersonal characteristics.

Box 2
Table 2

Items to evaluate the intrapersonal leader´s characteristics

No.	Item
1	Leader tells the truth
2	Leader arrives on time
3	Leader prefers the organization over the customer
4	Leader´s expression (way of speaking) indicates that it has a high level of general culture.
5	Leader uses good vocabulary
6	Leader has a global vision of business
7	Leader negotiates with other managers to achieve organizational objectives
8	Leader negotiates with subordinates to achieve organizational objectives
9	Leader respect the dates and times
10	Leader respects appointments or meetings (attendance and punctuality)
11	Leader holds meetings with clients under the authorization of the general director
12	Leader tolerates criticism from peers
13	Leader has a bachelor, masters or PhD´s diploma
14	Leader maintains constant training (disciplinary or general)
15	Leader accepts corrections from subordinates
16	Leader accepts suggestions from its peers
17	Leader gives credit (recognizes) to its peers
18	Leader gives credit (recognizes) to its subordinates

Source: Own elaboration base on Molina-Ruiz et al (2023)

Table 3 presents the items considered for the leader evaluation and their extra personal characteristics.

Box 3
Table 3

Items to evaluate the extra personal leader´s characteristics

No.	Item
1	Leader argues (fights) with its peers
2	Leader argues (fights) with its subordinates
3	Leader lies about the organization's problems
4	Leader lies to avoid responsibility(ies)
5	Leader complains about its direct boss
6	Leader complains about its peers
7	Leader complains about its predecessor
8	Leader complains about his subordinates
9	Leader complains about its current situation in the company, when clients or visitors are on the field
10	Leader lies about its academic achievements
11	Leader prohibits subordinates stablish communicating with other areas of the company
12	Leader promotes rumors
13	Leader reminds the mistakes of its peers, whenever possible
14	Leader reminds the mistakes of its subordinates, whenever possible

Source: Own elaboration based on Molina-Ruiz et al (2023)

Results

Analyzing the general data such as gender and age of surveyed people allows us to generally characterize the people who participated in the research. The following is concluded: Based on the general data, it was identified that 72% of the respondents are women. and 28% are men. 90% are between 25-30 years old, 10% between 17-24.Tables 4 and 5 present the descriptive statistics with collected information on the proposed scales.After achieving reliability of measuring instrument through Cronbach's Alpha, results of the 18 participating workers were analyzed through descriptive statistics, to determine study´s consistency. The results are presented in tables 4 and 5.

Box 4
Table 4

Descriptive statistics that present information collected on intra-personal characteristics

Q	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	5	5	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
2	5	5	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
3	5	5	5	5	3	4	3	5	4	5	5	5	5	5	5	5	5	5
4	4	5	3	5	5	5	3	5	5	5	5	5	3	5	3	4	3	4
22	4	3	3	5	4	4	5	5	3	3	3	4	5	4	4	4	5	5
23	5	5	4	5	4	5	2	1	5	5	1	5	5	1	2	4	4	1
24	4	3	4	4	4	4	4	3	3	4	3	3	4	4	3	4	3	3
25	4	5	4	4	5	5	4	5	5	5	4	1	4	4	4	4	4	4
StD	0.58	0.7	0.81	0.7	0.7	1	0.8	1	1	1	1.3	1	0.4	1	0.9	0.7	0.7	0.96
Ave	4.6	4.5	3.76	4.4	4.5	5	4.5	4.4	5	4	4.2	4	4.8	4.4	4.4	4.4	4.5	4.4

Source: Own elaboration based on the applied surveys in the pharmaceutics 'organization

When analyzing the results of the descriptive statistics, it can be seen that of the 18 questions asked about intrapersonal characteristics, consistency is shown in the answers, since when determining the mean and standard deviation of the direct and indirect scales, it is recognized that there is little variety among the answers given by respondents. The results behave with a normal distribution, with a new way of leading it is perceived that leader always tells the truth, recognizes his peers, arrives on time, has a high level of general culture, has a global business vision.

García-Vargas, Ma. de Lourdes, Molina-Ruiz, Héctor Daniel. Leaders' Characteristics in Organizational Context. Journal of Technology and Education. 2024. 8-19:28-37.https://doi.org/10.35429/JTAE.2024.19.8.28.38

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Box 5

Table 5

Descriptive statistics that present information collected on extra-personal characteristics

Q	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
2	4	4	2	2	2	2	1	1	1	1	1	1	1	1
3	1	1	1	1	1	1	1	1	1	1	1	1	2	1
4	1	1	1	1	1	1	1	1	1	1	1	1	1	1
22	4	3	2	1	1	1	1	1	1	1	4	2	2	2
23	1	1	1	1	1	1	1	1	1	1	1	1	1	1
24	3	3	2	2	1	1	1	1	2	1	1	1	1	1
25	3	3	2	3	3	3	4	4	4	3	1	1	1	1
Std D	1	0.91	0.5	0.52	0.5	0.7	0.8	0.8	0.7	0.9	0.6	0.4	0.4	0.28
Ave	1.7	1.64	1.3	1.24	1.2	1.4	1.4	1.4	1.3	1.3	1.2	1.2	1.2	1.08

Source: Own elaboration based on the applied surveys in the pharmaceutics 'organization

When analyzing the results of the descriptive statistics, it is observed that 14 questions asked in the direct scale, consistency is shown in the answers; since, when determining the mean and standard deviation of the direct and indirect scales, it is recognized that there is little variety between the answers given by respondents. The results behave with a normal distribution, with a new way of leading it is perceived that the leader does not avoid responsibility or prohibit communication with other areas, he does not promote rumors, he does not complain about his direct boss.

The research allowed to analyze how subordinates perceive their managerial leader, it is concluded they have a good perception of their performance, preparation, training and professional ethics.

Likewise, measurements with few variations show he does not respect the stipulated dates and times and is not very tolerant of criticism from his colleagues.

Conclusions

The study is justified given the importance of recognizing leader through his inter-personal and extra-personal characteristics since it allows addressing the topic of the leader in a different way than the traditional one given the complexity of the interactions, he must exercise to motivate his subordinates, coupled with the characteristics, strategies, skills, tools, etc., developed by the leader to carry out their function.

Some authors consider the leader's work as art and the leader himself as an artist, the truth is that it influences currently relevant aspects, such as cultural diversity, uncertainty, processes of social change, innovation, entrepreneurship, complex market dynamics, the availability of substitute products, variations in purchasing power, which also underpin the development of leadership within organizations. The objective of the study is met by recognizing the characteristics that the leader has in the organization.

Future work includes the possibility of apply the measurement instrument in a different period. The study may also be extended on the pharmaceutics´ sector on the region. It is also possible to apply the instrument among the enterprise on the municipality scope. Stepping forward to measure the leadership on the pharmaceutics´ sector, on the region or on the municipality context.

Conflict of interest

The authors declare no interest conflict. They have no known competing financial interests or personal relationships that could have appeared to influence the article reported in this article.

Authors' Contribution

The contribution of each researcher in each of the points developed in this research, was defined based on:

García-Vargas, Ma. de Lourdes E: Contributed to the project idea, research method and application of the instrument in the pharmaceutics´ enterprise. He carried out the data analysis thorough the statistical calculation of the alpha Cronbach, and performed the statistical analysis. She also substantially contributed to the writing of the article.

Molina-Ruiz, Héctor Daniel: Developed the measurement instrument and helped on the theoretical integration. He assessed the documents mechanics and style. He also contributed to the writing of the article.

García-Vargas, Ma. de Lourdes, Molina-Ruiz, Héctor Daniel. Leaders' Characteristics in Organizational Context. Journal of Technology and Education. 2024. 8-19:28-37.https://doi.org/10.35429/JTAE.2024.19.8.28.38

Availability of data and materials

The surveys applied to employees in the pharmaceutics' sector enterprise are available on the mail request to the authors, who may provide the scanned documents to be used on academic purposes. Data will be made available on request

Funding

The research did not receive any funding.

Abbreviations

StD	Estándar Deviation
Ave	Average

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Antecedents

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