

IMPACT OF LEADERSHIP ON ORGANIZATIONAL CULTURE: REVIEW OF LITERATURE OF LATIN AMERICAN COUNTRIES

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Abstract: The importance of the leadership is an issue that is increasingly perceived in the manufacturing sector and any type of service provision. Companies are more demanding because through continuous improvement in the field of work, professionals are required to perform optimal work within the scope of their tasks. Likewise, by developing both the technical skills and soft skills of employees, this impacts the organizational culture by creating an environment for achieving the goals set within the organization. In line with this perception, the aim of the article is to show how leadership favorably impacts the work environment, as well as indicate the characteristics and types of leadership that must be developed for the organization to function efficiently. The article is based on rigorous theoretical studies in the form of an exhaustive literature review with a focus on Latino authors, which responds to the need to contextualize leadership within the unique cultural

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characteristics of Latin America, where organizational dynamics and social values differ from other regions. Additionally, case studies of companies that have achieved success were analyzed. As a result, it was found that various authors point to the importance of the leader's influence in organizations. Similarly, it was found that the impact that leadership has on the environment is crucial for the development of any society by cultivating different abilities and skills inherent to the individual, and how types of leadership can influence good practices. This enhances motivation and transforms the environment through incentives that direct members towards the goals set in each organization.

Keywords: leadership, organizations, soft skills, organizational culture, human development

JEL Classification: M10, M12, M54

Introduction

The field of leadership has evolved significantly over the past few decades. With the advancement of technology, globalization and demographic changes, expectations and leadership styles have changed. This literature review article focuses on identifying and analyzing emerging trends in leadership, based on the latest research conducted by Latin American authors.

According to Lucena (2021) social evolution drives organizational changes, promoting managerial adaptation to business needs, standardizing processes, improving services, and enhancing employee belonging, which in turn facilitates planned change and human talent behavior. In this context, Cedeño et al. (2021) emphasize that leaders play a crucial role in enhancing performance and improving productivity. They act as guides, providing support to employees both individually and in groups. By doing so, they help cultivate an organizational culture that aligns with the company's objectives and supports the development of employees within the framework of the organization's strategic planning.

It is evident that leadership plays a crucial role in achieving company goals and significantly impacts employees on a daily basis. Through influence and motivation, leaders positively shape organizational culture, fostering an environment of best practices and promoting the development of both technical skills – essential for daily tasks – and soft skills, which enhance interpersonal relationships and teamwork.

In this context, González et al. (2021) explain that social skills, such as communication, conflict resolution, and cohesion, are crucial in everyday collaborative situations. These skills are essential for success as they help strengthen relationships and reinforce core values when developed effectively. In the same way, Palafox et al. (2021) emphasize the same since leadership has become a key factor within organizations as it allows us to have diligent people with the capacity to adapt, make decisions and solve problems, who promote a healthy and proactive organizational culture, achieving productivity and trust in their workers.

It is undeniable that leaders are responsible for guiding their teams toward achieving organizational goals by fostering enthusiasm and positively influencing the organizational culture. Additionally, this article explores other aspects of how leadership impacts the work environment and its positive effects, illustrated by means of success stories.

Literature review

Concepts of leadership and organizational culture

According to Solarte (2023), leadership is the process by which a person influences the thoughts, attitudes, and behaviors of others to achieve common objectives. In addition, González and Sánchez (2024) in their article define leadership as a virtue possessed by an individual who can influence a collective mass to achieve goals that have been set. Additionally, this is also considered an internal ability or gift of a human being where it is accompanied by different processes exercising the power of communication, in this way helping to create relationships between people that make up the structure of society in the social sphere.

On the other hand, according to Rodríguez and Bautista (2021), organizational culture is a shared appreciation by the elements and members of a group about the values, beliefs, principles and patterns that influence aspects of work life and prevail in decision making. Similarly, Gómez et al. (2022) define organizational culture as the accumulation of basic assumptions and beliefs shared by the members of an organization that intervene to solve its problems of external adaptation and internal integration, that is, the conglomerate of behaviors learned collectively culturally. It should be noted that the components of organizational culture according to Reyes et al. (2022) indicate that they are: leadership, communication, competencies, values, and business satisfaction, among others, and as facilitating mechanisms: teamwork, participation, coordination, and flexibility among others.

We can conclude that the issue of leadership and organizational culture converge and go hand in hand, with leaders being a conduit for achieving objectives and goals, and they also convey to collaborators a vision of scope and achievement; this in parallel results in creating a satisfactory atmosphere, generating cohesion among the members. In this sense, in the following section we will observe the styles of leadership that emerge and their characteristics, of which it is extremely important to be aware considering their impact on the organization.

Leadership styles and their impact on organizational culture

According to Colmenares (2024), transformational leadership is the type that encourages, inspires and motivates employees, as well as empowers them to make changes and innovate, also leading the company towards future success, with a high sense of commitment, organizational responsibility and culture. In that same sense, Rojas (2024) defines transformational leadership as a style that seeks to achieve objectives in the organization to comprehensively transform people and promote positive behaviors that generate a better culture and a favorable environment for organizational change. In this way, it can be seen as a factor to achieve goals that combines qualities and seeks solutions, and also promotes change in light of new work circumstances. In addition to this, transformational leadership helps the organization to adapt to circumstances, solve problems, as well as foster an organizational culture of innovation and positive changes.

For their part, Flores et al. (2024) indicate that transactional leadership is one that is usually seen as a variety of exchanges between the leader and followers. Likewise, the challenge for leaders is based on determining goals and the relationship between rewards and achievement. Similarly, Barberan, Bastidas and Herrera (2024) express that this type of leadership, in which an exchange satisfies needs through a reward for what has been done, also focuses on supervision and performance, developing a work environment where employees adhere to procedures, laws and policies. In this sense, we can conclude that transactional leadership is based on exchanges and rewards for performance; likewise, this can result in a more rigid and results-oriented organizational culture.

Mercado (2024) describes a leader as one who orders and has expectations that his orders are to be heeded. He is dogmatic, and expects obedience from his collaborators. This leader controls and assumes responsibility for making decisions, making them unilaterally. Along the same line, Pizarro and Shela (2024) state that an autocratic leader is one who commands and demands obedience, establishes an authoritarian relationship, for which he restricts, punishes and controls his subordinates using his powers.

It needs to be pointed out that this type of leadership can have a negative impact on the organizational culture, by virtue of being focused on absolute control and single-person decision making. It usually suppresses innovation and ingenuity among employees, resulting in a lack of participation and autonomy, with an impact on morale and creativity.

In conclusion, transformational and transactional leadership are essential for developing a positive organizational culture. Transformational leadership inspires, motivates, empowers, and fosters innovation, creating favorable changes. Transactional leadership, on the other hand, ensures that goals and objectives are met through clear rewards and defined structures. However, it is important to consider that autocratic leadership, while effective in situations requiring control and quick decisions, may suppress innovation and participation, potentially negatively impacting morale and creativity within the organization.

Reciprocal impact of organizational culture

It should be noted that according to Torres and Zúñiga (2023) organizational culture represents the accumulation of beliefs, values, norms, attitudes and assumptions that predominate in a company. This conglomerate of elements impacts the development and behavior of people in addition to the performance of their tasks. The culture that links people in an organization remains closely linked to its performance and is the key factor to fulfill the company's mission and implement its strategy, by improving organizational efficiency and managing transformations. In addition, Gonçalves (2024) tells us that an organizational culture with an approach focused on change management, with a sense of adaptability, resilience and oriented towards objectives and goals, creates leaders who are capable of molding the organization towards continuous learning and involvement of the collaborators.

Therefore, the influence of the organizational culture on the development of a leader, and the development the organizational culture itself, if it is one established in high trust and collaboration, allow leaders to adopt a more participatory style because it fosters an environment where employees feel valued. This mutual trust facilitates joint decision making and creative problem solving, strengthening team commitment and motivation. As a consequence, leaders can delegate responsibilities with greater confidence, promoting a more dynamic and effective work environment.

It is important to note that effective leaders are those who can adapt to the existing culture while introducing changes that promote development and continuous improvement. In this sense, Alcázar and Mispireta (2023) state that in an era of rapid transformations, adaptability and the ability to adjust to changing circumstances are crucial for leaders as these qualities are key to ensuring a company's success. In addition, Cejudo (2024) emphasizes the aforementioned, underlining the importance of soft skills in the optimal development of the leader, emphasizing that it is effective when, in addition to the attributes seen above, he has the ability to adapt to the culture that presents itself, exploit the circumstances to the maximum and transform those around him, to exploit the abilities of each of his collaborators.

In conclusion, adaptability and flexibility in a leader are crucial to promote development and continuous improvement. These attributes allow the leader to respond effectively to changes and challenges, adjusting strategies and methods according to the needs of the team and the organization. An adaptive leader fosters an environment of learning and growth, encouraging employees to constantly innovate and improve. This mindset of constant evolution is key to maintaining competitiveness and long-term success. Furthermore, leader flexibility helps build an organizational culture, according to Goldvarg (2024), who cites it as one of the competencies of leaders (coherent communication, empathy, problem management, flexibility and adaptability, active listening, among others). Likewise, it is pointed out that the development of our social skills will allow us to grow exponentially in our environment, allowing us to overcome adversities, which strengthens the cohesion and commitment of the team.

Correspondingly, this analysis suggests that the cultural nuances of Latin American countries strongly influence the relationship between organizational culture and leadership development. According to Torres and Zúñiga (2023), an organizational culture based on trust and collaboration fosters participatory leadership styles, improving team cohesion and motivation. Gonçalves (2024) adds that a culture oriented to change and adaptability produces leaders who guide the organization towards continuous learning. In this context, Alcázar and Mispireta (2023) and Cejudo (2024) highlight adaptability and soft skills as keys to effective leadership in dynamic environments. In short, leader adaptability, combined with a culture that values trust and collaboration, is essential for sustained success in Latin American countries.

Methodology

Qualitative research was the chosen method since it seeks to understand and analyze in depth the relationship between leadership and organizational culture, as well as the adaptability of collaborators through existing literature, based on literature by

Latin American authors who analyze this phenomenon from their points of view. It focuses on identifying patterns, trends and types of leadership carried out in renowned companies, with a systematic review of the literature to describe and synthesize the current state of knowledge on the subject. Previous studies, theories and findings related to leadership with the culture of organizational learning and business adaptability were identified and analyzed. In order to achieve this, the study is in the form of a bibliographic review. This implies that it is based on the compilation, analysis and synthesis of studies and articles previously published in the area of interest. By defining the search criteria, analyses were carried out emphasizing the relevant details of the selected articles.

Subsequently, the collected information was processed to extract the most relevant findings. In this way, the following sections reflect the information on the impact of transformational leadership in innovative companies, and on the other hand, transactional leadership, as well as the inherent practices carried out by the leader in addition to its results and impact on the organizational culture.

Case studies and practical examples

Cases of successful companies that have adopted specific leadership, which according to this research are effective since they are transformational and transactional due their activities, operation and functioning, are presented.

Innovative companies

Transformational leadership has been critical to the success of innovative companies like Google and Apple. In the first instance, we find that Sundar Pichai, the CEO of Google, has implemented practices that promote creativity and the empowerment of teams, which has resulted in an organizational culture characterized by continuous innovation and high motivation. García (2024) states that under the CEO's direction, Google has maintained its culture of innovation and creativity. Pichai fosters an inclusive and empowering work environment, encouraging employees to think disruptively and collaborate on ambitious projects. His focus on transparency and open communication has strengthened trust and commitment within the organization. Additionally, Pichai promotes sustainable development and social responsibility initiatives, aligning business objectives with ethical values. This leadership has allowed Google to continue to be one of the most innovative and successful companies in the world. In this sense, it is necessary to highlight the importance of this leader and his significant impact on this organization, resulting in an organizational culture of continuous, visionary and highly motivated innovation.

On the other hand, according to Hatum and Marchiori (2021), thanks to Tim Cook's management of Apple there has been continuous improvement in Apple watch devices, AirPods, as well as services such as Apple Music, and Apple TV. Cook maintains his transformational leadership through practices with a clear vision and innovation, resulting in Apple being the company with the most sales in the world in 2019, due to him creating a culture of intense collaboration and breaking established paradigms. Cook has also used this leadership to empower female staff

by increasing the number of women in the highest levels of the company hierarchy. Additionally, Oporto (2019) emphasizes Cook's leadership in both technological skills and service design within the Apple company, promoting an organizational culture of innovation at all times. In this sense, the importance of this leader is highlighted in the impact he has on the Apple organization; he has been able to inspire, motivate, and create an organizational culture of intense collaboration and disruptive thinking in the members of the company, to carry out significant changes in the company.

In conclusion, we can state that the transformational leadership of Sundar Pichai and Tim Cook has been crucial to the continued success of Google and Apple. Both leaders foster creativity and innovation, empowering their teams and promoting a culture of collaboration and disruptive thinking. Their focus on transparency and clear vision has strengthened employee motivation and engagement, ensuring sustained growth and relevance for their organizations.

The information above illustrates how transformational leaders at Google and Apple use practices that foster a dynamic, change-oriented organizational culture, resulting in high levels of motivation and continuous innovation.

Traditional organizations

In contrast to innovative companies, traditional automotive organizations like General Motors and the Ford Motor Company, which established industry standards in the 20th century, have maintained stable, results-oriented cultures through transactional leadership. According to Ortega, Contreras, Bacuilima and Mejía (2021), Mary Barra has been CEO of General Motors since 2014 and is the first female CEO of a major automobile manufacturer. García (2022) points out that Barra's leadership focuses on a multifaceted style, however, it is important to highlight that part of the organization's motto is to tirelessly pursue the company's vision, with a focus on compliance and performance, which is contributed to a stable and results-oriented organizational culture throughout these years due to the nature of its company and its trajectory.

Regarding the Ford Motor Company, the main leader is Jim Farley. Cadillac (2022) states that an organizational culture which prioritizes workers needs fosters progress by motivating and rewarding employees to meet goals, while promoting efficient business development, high-quality decision-making, and stronger, lasting client relationships.

In this same line of study, Molina (2020) agrees with Cadillac's point of view and highlights that the Ford Motor Company and General Motors strive to standardize the quality system of suppliers, seeking efficiency in their products and to maintain transactional leadership. Similarly, these CEO's design an action plan in their management of the company, through a culture of control and incentivizing its staff to make achievements. The transactional leadership of Mary Barra at General Motors and Jim Farley at Ford Motor Company has ensured stability and operational efficiency in these traditional organizations. By focusing on meeting goals and using clear rewards, both leaders have created a results-oriented organizational culture.

This performance-based management has strengthened structure and control, promoting efficiency and consistency in achieving corporate goals.

The above-mentioned information shows how the leaders at General Motors and the Ford Motor Company use transactional leadership practices to create a stable, results-oriented organizational culture, highlighting greater operational and control efficiency.

Results

The analysis of the case studies reveals how different leadership styles significantly influence both organizational culture and operational results within companies.

Transformational leadership

At innovative companies like Google and Apple, transformational leadership has been a key component in their sustained success. Sundar Pichai, CEO of Google, has cultivated an environment at work that values innovation and worker autonomy. In addition to pushing teams to work on challenging projects and think outside the box, Pichai fosters an inclusive and cooperative atmosphere. This approach has resulted in a dynamic organizational culture, characterized by continuous innovation and a high level of motivation among employees. Similarly, Tim Cook at Apple has maintained the clear vision of his predecessor, Steve Jobs, and has continued to support constant innovation. Cook has inspired his teams to collaborate closely, which has strengthened a culture of intense collaboration and disruptive thinking. Both leaders have demonstrated how transformational leadership can lead to an organizational culture that drives sustained growth and market relevance.

Transactional leadership

On the other hand, in traditional organizations such as General Motors and the Ford Motor Company, transactional leadership has been essential to maintain stability and operational efficiency. Mary Barra, the CEO of General Motors, has focused on meeting objectives and implementing clear rewards for performance. These practices have created a results-oriented organizational culture, where structure and control are paramount. Jim Farley at the Ford Motor Company follows a similar approach, using performance incentives to motivate employees and ensure results-based management. This leadership style has promoted a culture of operational efficiency and control, allowing both companies to consistently achieve their corporate goals.

In summary, transformational and transactional leadership styles have been shown to have a significant impact on organizational culture and company results. On the other hand, it is noted that although autocratic leadership can be effective in specific situations, it tends to create a hostile atmosphere by not taking into account the ideas and needs of others, which limits the creativity and commitment of employees. In contrast, transformational leadership fosters innovation and motivation, while transactional leadership ensures stability and operational efficiency.

Choosing the right leadership style is crucial to strengthening and adapting organizational culture according to the specific context and objectives of the organization.

Styles, patterns and trends identified in the literature

The literature examines how leadership styles, shaped by cultural factors, impact organizational culture. This section synthesizes these styles, patterns, and trends, focusing on their relevance in Latin American contexts.

Dominant leadership styles

- Transformational: predominates in the literature, promoting innovation and positive change.
- Transactional: Focuses on rewards and control, effective in productivity-driven contexts.
- Autocratic: Rigid and decisive, relevant in crisis situations but less favored.

Cultural and contextual patterns

- Latin American influence: Leadership styles adapt to cultural expectations of collectivism and hierarchy.
- Evolution: Participative and flexible approaches reflect a shift towards a more inclusive culture.

Emerging Trends

- Hybridizations: Leaders combine transformational and transactional styles for greater flexibility.
- Human development: Prioritizes employee well-being and growth, shaping an inclusive culture.

Considering these aspects is crucial for informed decision-making and effective business management. Understanding how leadership styles, patterns, and trends influence organizational culture enables leaders to adapt their strategies and strengthens the organization's ability to face challenges and seize opportunities in a competitive business environment.

Conclusions and recommendations

In conclusion, we point out that transformational leadership can radically transform the organizational culture and results of a company. Both transformational and transactional leadership have favorable impacts depending on the context and specific needs of the organization. Derived from the analysis of transformational and transactional leadership styles in innovative and traditional companies, it demonstrates their significant impact on organizational culture and business results. Sundar Pichai at Google and Tim Cook at Apple have exemplified transformational leadership, promoting an inclusive, creative and collaborative work environment. Pichai has managed to keep Google at the forefront of technological innovation by

encouraging creativity and empowering teams. Likewise, Cook has continued the legacy of Steve Jobs, driving a culture of disruptive thinking and intense collaboration at Apple. These leaders have demonstrated how transformational leadership can result in elevated motivation and continued organizational growth.

In contrast, Mary Barra at General Motors and Jim Farley at the Ford Motor Company have exemplified transactional leadership, focused on meeting objectives and implementing clear reward systems. Barra has ensured the stability and efficiency of General Motors through structured and results-oriented management. Farley, for his part, has promoted a culture of control and operational efficiency at the Ford Motor Company. These approaches have allowed both companies to maintain a consistent and effective operation, standing out in their respective markets.

In short, transformational and transactional leadership styles have their particular strengths and can be effective depending on the organizational context. Transformational leadership is ideal for environments that require innovation and creativity, while transactional leadership is better suited for organizations that value stability and operational efficiency. Selecting the right leadership style is crucial to strengthening and adapting organizational culture, ensuring long-term success and in management practice. Leadership styles are usually mixed, combining elements of both transformational and transactional leadership. These categories, although useful for theoretical analysis, are rarely presented in a pure way in organizational reality, highlighting the complexity and flexibility necessary for effective leadership in various business contexts.

Based on these findings, practical management recommendations emerge that can guide leaders and managers in their application within the organizational context for management practice or even for subsequent or future research. These recommendations include:

- Adopting mixed leadership styles: Combining elements of both transformational and transactional leadership to meet the diverse needs of the organization.
- Culturally adapting leadership in Latin American countries: Tailoring leadership approaches to reflect the unique cultural characteristics of the region, ensuring greater alignment with local values and practices.
- Developing training programs: Implementing comprehensive training initiatives to cultivate leadership skills that align with the organization's goals and cultural context.
- Fostering innovation: Encouraging a culture of creativity and innovation within the organization to stay competitive and respond effectively to market changes.
- Continuously evaluating organizational culture: Regularly assessing and refining the organization's culture to ensure it remains aligned with its strategic objectives.

These practices will help organizations adapt to challenges, improve their internal culture, and position themselves for sustainable growth in a complex, globalized market, being crucial for maintaining a competitive edge and achieving long-term success.

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WPLYW PRZYWÓDZTWA NA KULTURĘ ORGANIZACYJNĄ: PRZEGLĄD LITERATURY KRAJÓW AMERYKI ŁACIŃSKIEJ

Streszczenie: Przywództwo to kwestia, która jest coraz częściej dostrzegana w sektorze produkcyjnym. Firmy są bardziej wymagające, ponieważ poprzez ciągłe doskonalenie w dziedzinie pracy specjaliści są zobowiązani do wykonywania optymalnej pracy w ramach swoich zadań. Rozwijając zarówno swoje umiejętności techniczne, jak i umiejętności miękkie pracowników, wpływa się na kulturę organizacyjną poprzez tworzenie atmosfery dla osiągnięcia celów ustalonych w ramach organizacji. Zgodnie z tą percepcją celem artykułu jest pilna potrzeba pokazania, w jaki sposób przywództwo wpływa na środowisko pracy, a także wskazanie cech i typów przywództwa, które muszą być rozwinięte, aby organizacja działała efektywnie. Artykuł opiera się na rygorystycznych studiach teoretycznych w postaci wyczerpującego przeglądu literatury i studiów przypadków firm, które w swojej karierze odniosły sukces. W wyniku tego stwierdzono, że różni autorzy wskazują na znaczenie wpływu lidera w organizacjach. Podobnie stwierdzono, że wpływ, jaki przywództwo wywiera na otoczenie, ma kluczowe znaczenie dla rozwoju każdej społeczności poprzez rozwijanie różnych umiejętności i zdolności wrodzonych jednostkom. Dzieje się to poprzez różne umiejętności i zdolności właściwe jednostkom oraz sposób, w jaki rodzaje przywództwa mogą wpływać na dobre praktyki. Wzmacnia to motywację i przekształca otoczenie poprzez bodźce, które kierują członków w stronę celów wyznaczonych w każdej organizacji.

Słowa kluczowe: przywództwo, organizacje, umiejętności miękkie, kultura organizacyjna, rozwój człowieka

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