Governance of Organizational Leadership in the Mexico City

Cruz García Lirios[1*], Javier Carreón Guillén[2] and Leticia María González Velázquez[3]

*[*1]Universidad de la Salud, CDMX, México*

[2]Universidad Nacional Autónoma de México, CDMX

[3]Universidad de Sonora, Navojoa, México.

ABSTRACT

The objective of this work was to structurally represent the categories and subcategories associated with governance around organizational leadership. A non-experimental, documentary, exploratory and transversal study was carried out with a non-probabilistic selection of sources indexed to continental repositories, as well as a search by keywords and the collection period from 2020 to 2024. A structure of four dimensions for the category of leadership which suggests the relevance of further specifying each of the elements in order to discuss the scope of a more sophisticated model.

Keywords: Community, Organization, Productivity, Leadership, Sustainability

INTRODUCTION

Given that Social Work would have as a sociohistorical background its organizational role in the productive cooperation of the community, this work presents three objectives related to describing leadership styles and their impact on the intervention of Social Work in productivity and competitiveness. of local organizations [1].

In relation to other reviews of the state of knowledge, this work discusses the importance of transactional leadership as a factor that enhances the professional practice of Social Work in organizational and community settings. Such an exercise will allow not only to envision scenarios for channeling, monitoring and promoting lifestyles in accordance with local Sustainable Development, but also to establish the themes for the construction of a public agenda regarding the conservation of resources and rights to municipal services [2].

This document exposes three purposes regarding leadership and social work in organizational practice; 1) describe the theoretical and conceptual foundations of leadership in order to establish 2) the dimensions related to the productivity of Social Work in organizational contexts to 3) anticipate intervention scenarios for channeling, monitoring and evaluating productivity in organizations [3].

The history of Social Work suggests that it was developed in social assistance institutions with the purpose of meeting community demands that conceived charity and beneficence as management instruments for human well-being [4].

A version derived from this context is one that warns about public security as the foundation of governance of the modern State towards citizens [5]. To the extent that the rulers no longer guaranteed public security, citizens organized themselves into charitable and charitable institutions to reduce to a minimum the crime that threatened to destabilize the economic prosperity of the cities [6].

In this way, the institutions were instruments of crime prevention that served as catalysts of violence and insecurity, but Social Work only dedicated itself to channeling and monitoring the cases of vulnerable populations that were close to committing crimes to satisfy their needs [7].

Both versions, the one that refers to the origin of Social Work as a benevolent practice and the one that considers it as a management instrument for crime prevention, suppose that society is threatened by outbreaks of misery and poverty that were becoming outbreaks of violence and insecurity. Both versions assume that exclusion, marginality and vulnerability are intervention scenarios for risk reduction,

7/4/2024 6:19:00 PM **Corresponding author:** Cruz García Lirios, Universidad de la Salud, CDMX, México, Tel: +525540966626; E-mail: bundestrans@aol.com

crime prevention, or combating crime [8].

However, a third version of the history of social work refers to the promotion of employment opportunities, social security and community cooperation. It is a Social Work that manages knowledge, mediates conflicts and promotes cooperative networks [9].

However, the insertion of ex-convicts and unemployed people into the labor market pursues, although indirectly, the same purpose of reducing crime rates and cases of violence that arose during the industrialization of developed economies and the conversion of colonies into maquiladora centers [10].

In this sense, organizational Social Work has focused on the intervention of productive processes. For this purpose, it considers productivity as a balance between demands and resources around which productivity curves are measured that transcend instrumental and labor conflicts [11].

Consequently, the history of Social Work has an organizational background that alludes to opportunities, capabilities and responsibilities which would have their origin not in benevolence, nor in fear, anxiety or indignation, but in empathy [12].

Precisely, the present work maintains that leadership is the result of trust processes between groups and precedes the productivity that is required for endogenous development [13].

Organizational Social Work has its antecedents in empathy that generates opportunities, competencies and satisfactions, although dependent on leadership. In this sense, motivation is a second moment of the emergence of organizational Social Work [14].

These are elements that are limited to leadership functions as the basis of procedures and strategies that enhance the qualities and skills of employees in organizational settings [15].

In this scheme, the climate of relationships and tasks are essential to establish a balance between demands and resources [16]. Since social security is related to organizational productivity, the promotion of occupational health, the rehabilitation and well-being of employees make up the scheme of organizational Social Work [17].

However, the processes collateral to productivity depends on the management capabilities of leaders whose traits and functions sustain the system and direct it to productivity [18].

The theoretical and conceptual frameworks that explain organizational leadership place it at a crossroads between the demands of the environment and resources such as the capabilities of companies to face risk situations or threatening contingencies. In this sense, leadership is built from a situational instance considering that only motivation, entrepreneurship and knowledge will be determinants of favorable change [19].

The theory of resources and capabilities maintains that organizations are different from each other depending on the resources and capabilities they possess at a given time. These resources and capabilities are not available to all companies under the same conditions. This explains their differences in profitability. Resources and capabilities have an increasingly relevant role in strategy. The question that must be answered is: what needs can I satisfy, and not what needs do I want to satisfy. The profit of a company is a function of the characteristics of the environment and the resources and capabilities it has.

By knowledge-creating organizations assume the challenges and opportunities for gain, usefulness and benefit expected based on the situations in their environment, they develop a learning system that the corresponding theory identifies as an individual process of capturing, structuring and transmitting knowledge. corporate knowledge, we can even talk about organizational learning. Organizational learning allows increasing the capabilities of an organization, that is, it is a means for the company to solve increasingly complex problems. When a series of people begin to work in a group, at first coordination problems usually occur; as time passes, the processes are refined and the task is performed better and better. This is organizational learning, learning together to solve problems with a determined effectiveness.

Consequently, the theory of knowledge management ensures that the most important assets of a company are intangible assets which generate value for the organization. Most of these intangibles have to do with processes related in one way or another to the capture, structuring and transmission of knowledge. Knowledge management has its main tool in organizational learning. The difference between data, information and knowledge is that the former is located in knowledge and the latter is located in agents (people and groups), while information is a mediator between both concepts.

In a more social and environmental sense, stakeholder theory and stewardship theory. The first theoretical matrix refers to the organizations involved with other actors in terms of the quality of their processes and products, although the emphasis of the second initiative is on sustainable practices, both are guided by moral and normative values of environmental protection, as well as well as the elements that make it up, regulating the usefulness of its commercialization.

This is how the nerve center of organizations is located in leadership, its styles and typologies. In this way, organizational leadership is made up of two dimensions that refer to its attributes such as level of intelligence,

extroversion, influence and number of followers. While the functions of the leader are linked to observable actions that not only affect their adherents, but also generate synergies and management and knowledge networks [20].

It is necessary for the leader to know the hardware and software required to carry out his activities. A leader administrator must know, for example, the word processor, the spreadsheet, as well as the database manager that correspond to the company, as well as the company's global management program [21].

The leader must follow the procedures that are previously established, the administrative process must be followed to the letter in order to have better results, it is advisable that the leader train continuously and set an example for his collaborators [22].

You must have in-depth knowledge of the work area that the leader is responsible for. One of the characteristics of natural leaders is that they strongly dominate the department where they are located. For example, a regional administrator knows the staff in the different areas, as well as the results expected from that particular person, knows the pros and cons of certain administrative and technological processes [23]. The leader teaches his followers to carry out the activities, that is why knowledge is one of the tools that the leader uses to be followed [24].

It is said that common sense is the least common of the senses, since there are no guidelines for decision making, however, it is expected that the person who exercises leadership can perform certain tasks effectively, the leader will always rely on the norms, and in the guidelines within the company, thus making decisions without affecting the interest that the company has in common [25].

The leader establishes the direction, direction, and speed of the actions that his followers must undertake; without the perfectly established vision, the followers do not know where to go, and may give different results than expected [26].

Continuous learning is essential for the person who leads the work team; it is advisable that he be trained frequently, since he is in charge of training the other members, as well as advising them on possible problems they may have. time to do their work [27].

Good judgment must be maintained, the leader must be calm in most tense situations, he must be able to calm subordinates, he must inspire the confidence that followers may lack [28].

One of the most important characteristics, since the group of followers expects their leader to support them in difficult times, no matter if it is day or night, it is advisable that they be alert to the needs of their group in command, and that be highly collaborative [29].

You must trust the members of the work team, in the administration the fact of delegating functions leads to thinking that the member of the group will really carry out the tasks that were entrusted to them, the leader reflects this trust to each of the members, that is It is necessary to establish guidelines to control the actions carried out, regardless of believing that they do carry out the tasks [30].

The boss is the figure of power within the organization, he is the person who officially has the right to command. The boss must be the one who makes decisions regarding his subordinates [31]. The one who decides on new hires, on promotions and transfers, on performance evaluation, on merits, training, separation, discipline, work methods and processes [32].

The concept of role is based on an "expectation" of individual behavior. It is a series of expected patterns of behavior that are attributed to someone who occupies a specific position in a social unit. The person identifies with the social group where they work. It is the idea that the individual has, the treatment within the workplace. They are the employee's individual goals. They are unwritten agreements, what you do and what you are expected to do are not compatible [33].

In autocratic leadership, you have absolute power over the team members, employees have limited acceptance to express opinions to the leader, so several of the members may feel belittled for being treated in this way, it is characterized by having high levels of absences from work and a large staff turnover, this type of leadership is effective, for the lowest levels, such as labor or technical personnel, since it allows this type of leader almost absolute control of the group's activities [34].

Bureaucratic leadership follows the rules established by the organization to the letter, and they control their collaborators to follow them. This type of leadership is effective in places where there are certain types of risks, such as security companies, companies that transport toxic materials, or where absolute control of tasks is required, it may not work in some areas such as creativity, since strict control can cause stress [35].

Leadership inspires enthusiasm, and collaborators participate in such enthusiasm with which they achieve the previously set objectives. This type of leader believes in himself and the group he controls. A problem that this type of leadership can present is that productivity focuses on the actions of the leader, so if he leaves, the productivity of the group of workers may be reduced, and they may even resign in masse [36].

Participatory or democratic leadership tends to ask the group of collaborators the actions that must be taken to achieve organizational goals. This can motivate group members to be more participatory, and encourages the creation of ideas, as well as membership. group, a problem that it generates is the

time to address the issues that must be solved, however if quality is important instead of speed this is very effective; This type of leadership is effective with people who are trained to solve certain types of area problems, such as specialized technicians, engineering, marketing [37].

Laissez-faire leadership means "let it be", it can be used in groups where creativity must flow, where group participants must deliver results of research or some type of art, group participants must be very specialized, motivated, although in this case the leader must establish sufficient control, since if the results are not monitored, periodically it may occur that after the term has passed, the objectives are not achieved or the result is not what was expected, for example. On the other hand, the quality may be different from what the company expects from said product, for example if a poster is needed and the client thinks that oil paint can be used and the worker is told that the result is a poster, the artist can use a different technique such as watercolor, and give a magnificent result, but for the client it will not be, since their specification was different [38].

People-oriented leadership or relationship-oriented leadership is oriented towards the completion of tasks, the leader is oriented towards the development of his teams, the participation of the members is a priority, since the leader is responsible for training and teaching in an almost individual to its members, this type of leadership is effective when the activities that have to be carried out are not too complex, for example it could be the painting of crafts, the control of a machine where the product does not require a very demanding quality such as the production of granulated chocolate [39].

Natural leadership seeks to satisfy the needs of a group, it is also called servant leadership, it is a form of democratic leadership, since it must ask the opinion of the team members to develop its activities, one of the problems that this type of leader has is that the members of the group may or may not take it into account since their power is not formalized within the organization, on the other hand it is difficult to delegate activities, since the members of the group may or may not do them, another problem that can be present is that if this type of leader gains strength and is followed more than the formal leader, the latter may lose control of the work team, which is why he would have to remove the informal leader from the group [40].

Task-oriented leadership is focused on the task, it focuses on meeting the objectives that the position or positions in charge of fulfill with the activities for which they were created, this type of leadership defines the tasks very well and knows the results they must obtain determine the roles of each of the collaborators. One of the conflicts is that they do not think about the well-being of the collaborators, they do not manage high standards of motivation, which is why it is difficult for them to retain workers for in this

environment, the turnover rate may tend to be high, causing high costs in training new collaborators [41].

Transactional leadership is oriented towards short-term tasks, the employee upon being hired accepts and is obliged to follow the leader, the degree of obedience is always subordinated to the payment for their services, which is why it is very likely that they will not stop to think. in the quality of work or in the development of new possibilities for its improvement, whether this type of leadership may not be considered as such, since the leader is not followed by the will of the collaborator and the leader can punish if not It seems to him that the work that was developed by the collaborator is of the quality that was required [42].

In transformational leadership, the majority of theorists, these leaders are responsible for permanently motivating their collaborators, guiding and supporting them, these leaders also seek the support of some of their employees, this type of leadership is also characterized by being innovative in the actions it carries out, and the permanence of collaborators is continuous, which reduces training costs in personnel rotation [43].

In a group, the boss inspires fear and the leader generates trust:

- The boss delegates authority and exercises the rules established by the organization and the leader ensures that objectives are met without forcing.

- The boss orders a task to be done. The leader shows how the task should be performed.

- The boss relies on authority. The leader is based on cooperation.

- The boss delegates. The leader sets the example.

- The boss blames. The leader solves and fixes errors.

- The boss makes the work repetitive. The leader makes it interesting.

- The boss seeks the stability of the company. The leader innovates and takes risks for better actions.

As can be seen, the leader exercises a type of authority, whether formal or informal, the leader must distribute or delegate authority and obligations to each member of the group according to the specialty to which they are oriented, this allows there to be a certain degree of autonomy for each member [44].

Develop and adapt clear strategies towards the organizational objective and oriented to the group with which you are working. The leader encourages commitment in the work team, to be successful in achieving the organization's objectives. Follows the achievement of plans and guides the work team. The leader establishes alliances with internal and external people to ensure goals are met and

thus achieve success. The leader implements new technologies or processes [45].

The leader prepares and in turn trains the personnel under his/her charge and continuously promotes the preparation of the members of his/her work group. The leader determines which employees are the most capable and which are suitable to delegate authority and responsibilities. In the event of layoffs, he or she knows better than anyone which elements are suitable for remaining within the work area. The Leader guides the staff how to do things better, therefore, reducing the risks due to misuse of procedures. The leader evaluates his employees continuously, and presents them to the immediate boss [7].

The Transactional Leadership Theory proposes a continuum that goes from dependence indicated by less dialogue in the face of an increase in instructions to autonomy that implies greater dialogue in the face of a minimum of instructions [46].

In this transactional scheme, the practice of Social Work is limited to communicative processes, since it instructs, trains and motivates productivity depending on the degree of communication and information exchange between those who make decisions and those who execute them [47].

It is a process that affects everything from personal needs, perceptions and expectations to the modernization of organizations, including culture and internal policies for information, knowledge and productivity management [48].

Transactional leadership in the institutions where Social Work intervenes assumes three dimensions of action that range from task relationships (disintegration, disorientation, differentiation, disintegration) to new revitalizing models (new sources, new discourses, new purposes).

Transactional leadership converts motivational processes into technicalities, policies and cultures of organizational productivity for knowledge management that guides the change and development of the organization or institution. In this sense, empathy is a constant in the climate of relationships and tasks because it gives support and value to each of the conflict mediation processes [50].

In reference to organizational change, transactional leadership brings community needs closer to their sociopolitical and sociocultural technicalization. This is because the insertion of community products into the global market requires the automation of processes and the standardization of the quality of their products or services [50].

However, Social Work that originates from charity and beneficence, as well as that which emanates from citizen insecurity, have the conservation of the environment as a fundamental principle, although they do not explain the protection of the environment, nor do they clarify the impact of the intervention on the capacities of future generations,

warn about the imperative need to take care of the environment to guarantee symbolic stability and the preservation of community identity [51].

Consequently, Social Work that originates from cooperative empathy could adopt the preservation of resources as a foundation of social responsibility that would not only consist of compliance with environmental standards or ecological protocols, but also in the integration of organizations and communities for the sake of Sustainable Local Development [52].

The foundations of leadership as a key organizational factor of productivity, the main requirement for the insertion of global products in local scenarios and community products in international markets [53]. In this sense, transactional leadership rather than transformational leadership allows us to explain the relevance of Social Work in community organizational processes that aim to insert themselves into the global market. This is because Social Work originates from empathic relationships rather than from beneficence or charity, safety or risk.

However, transactional leadership is compatible with the social responsibility that is required to achieve Sustainable Development. In this sense, training and training aimed at optimizing resources will generate lifestyles favorable to the conservation of the environment as the heritage of the community and the organizations that support it.

In reference to the study by García [54] in which Local Development is supported by social entrepreneurship as a product of business development policies, this work maintains that public policies are the result of the management of a transactional leader with respect to a participatory citizenship in sociopolitical and socioeconomic matters, but in this scheme the intervention of Social Work is fundamental since it is required to link the community with organizations in the global and local market.

However, knowledge management in community settings involves the promotion of sustainable lifestyles. In this sense, it is necessary to clarify the impact of Social Work intervention in vulnerable communities, marginalized or excluded from natural resources and municipal services.

The discussion of transactional leadership as a driver of Social Work intervention in training and training for the productivity and competitiveness of community organizations, however, it is necessary to carry out reviews about the impact of cooperatives on endogenous development [55].

Finally, the theory of human capital in general and intellectual capital in particular suggests that the knowledge associated with a person and a series of personal skills becomes wisdom and this becomes an intangible value for the organization. The measurement of intellectual capital

allows us to have an approximate snapshot of the value of an organization's intangibles.

METHOD

A documentary, transversal, exploratory and retrospective study was carried out with a selection of sources indexed to international repositories: Dialnet, Latinex, Publindex, Redalyc and Scielo, considering the key words of "governance", "organizations" and "leadership" during the period from 2020 to 2024 with records.

A content analysis matrix was constructed, following the Delphi technique: 1) synthesis of elements, 2) context of

records, 3) comparison of data and 4) integration of memos. Expert judges in the three topics rated the extracts considering: -1 for information unfavorable to governance, 0 for unrelated information and +1 for favorable information.

The information was processed in the qualitative data analysis package (QDA-MINNER version 4.0).

RESULTS

The descriptive statistical properties and values of the relationships between the three categories of governance, organization and leadership. Adequation on the sample (KMO = 0.500) suggest normal distribution **(Table 1).**

Table 1. Kaiser-Meyer-Olkin Test.

	MSA
Overall MSA	0.500
r1	0.500
r2	0.500
r3	0.500
r4	0.500
r5	0.500
r6	0.500
r7	0.500
r8	0.500
r9	0.500
r10	0.500
r11	0.500
r12	0.500
r13	0.500
r14	0.500
r15	0.500
r16	0.500
r17	0.500
r18	0.500
r19	0.500
r20	0.500
r21	0.500
r22	0.500
r23	0.500
r24	0.500
r25	0.500
r26	0.500
r27	0.500
r28	0.500
r29	0.500
r30	0.500
r31	0.500
r32	0.500
r33	0.500
r34	0.500
r35	0.500

It is possible to see that the subcategories of negotiation, agreements and responsibilities are circumscribed with

respect to the subcategories of negotiation (include items 4, 13, 3, 21, 30, 20, 1 and 14), agreements (reactive 16 and 18),

responsibilities (variables 8, 2, 10, 18, 6 and 17), challenges,   12) **(Table 2).**
opportunities (indicators 35, 25 and 19), resources (33, 24 y

Table 2. Factor Loadings.

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Uniqueness
r34	-0.867					-0.441	0.039
r25	-0.867					-0.441	0.039
r4	0.821						0.223
r13	0.802						0.274
r5	-0.777						0.247
r3	0.777						0.076
r21	0.766						0.283
r30	0.766						0.283
r20	0.740						0.359
r1	0.720	0.408					0.244
r11	-0.686						0.205
r9	-0.614	-0.568					0.095
r14	0.577						0.241
r8	-0.500		0.671				0.053
r10	-0.422		0.762				0.069
r7		-0.866					0.281
r16		0.806					0.296
r31		-0.783					0.168
r22		-0.783					0.168
r18		0.495	0.417				0.189
r28			-0.831				0.241
r2			0.703	-0.520			0.238
r6			0.656				0.185
r17			0.556				0.222
r27			-0.530				0.553
r32				1.044			0.053
r23				1.044			0.053
r29				0.657			0.391
r35					0.980		0.019
r26					0.980		0.019
r19					0.735		0.121
r33						0.908	0.116
r24						0.908	0.116
r12						0.736	0.440
r15							0.344

Note. Applied rotation method is ProMax.

Perhaps, model include principal components or only third factors: First (27% total variance explained), Second (17% total variance explained) and Third (12% total variance explained) **(Table 3).**

Table 3. Factor Characteristics.

Eigen values		Unrotated solution			Rotated solution		
		Sum Sq. Loadings	Proportion var.	Cumulative	Sum Sq. Loadings	Proportion var.	Cumulative
Factor 1	9.735	9.565	0.273	0.273	8.674	0.248	0.248
Factor 2	6.272	6.068	0.173	0.447	4.616	0.132	0.380
Factor 3	4.675	4.522	0.129	0.576	4.342	0.124	0.504
Factor 4	3.319	3.120	0.089	0.665	3.572	0.102	0.606
Factor 5	3.078	2.876	0.082	0.747	3.530	0.101	0.707
Factor 6	2.087	1.906	0.054	0.802	3.325	0.095	0.802

Since the leadership category has been specified by the literature, its relationship structure was observed with respect to indicators of its subcategories with respect to the category of organizations, the challenges, opportunities, resources and capabilities that revolve around it are related, and with respect to the category of leadership, the subcategories of decisions, motivations, ventures, capabilities, decisions, motivations, ventures and innovations and innovations are related **(Table 4).**

Table 4. Factor Correlations.

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6
Factor 1	1.000	0.007	-0.030	-0.298	0.080	-0.042
Factor 2	0.007	1.000	0.150	0.263	0.092	0.212
Factor 3	-0.030	0.150	1.000	0.221	-0.135	0.179
Factor 4	-0.298	0.263	0.221	1.000	0.024	0.161
Factor 5	0.080	0.092	-0.135	0.024	1.000	-0.241
Factor 6	-0.042	0.212	0.179	0.161	-0.241	1.000

Consequently, parallel analysis recommended tree factors relative to factor one (9.735 eigenvalue), factor two (6.272 eigenvalue) and factor tree (4,675 eigenvalue). In other words, model include only tree factor into dependence relations **(Table 5).**

Table 5. Parallel Analysis.

	Real data component eigenvalues	Simulated data mean eigenvalues
Factor 1*	9.735	2.331
Factor 2*	6.272	2.143
Factor 3*	4.675	2.007
Factor 4*	3.319	1.878
Factor 5*	3.078	1.778
Factor 6*	2.087	1.666
Factor 7	1.249	1.586
Factor 8	0.753	1.510
Factor 9	0.680	1.444
Factor 10	0.466	1.358
Factor 11	0.405	1.295
Factor 12	0.353	1.231
Factor 13	0.314	1.178
Factor 14	0.268	1.115
Factor 15	0.186	1.051
Factor 16	0.180	0.997
Factor 17	0.148	0.950
Factor 18	0.146	0.898
Factor 19	0.127	0.843
Factor 20	0.112	0.795
Factor 21	0.097	0.751
Factor 22	0.066	0.705
Factor 23	0.064	0.659
Factor 24	0.061	0.613
Factor 25	0.052	0.575
Factor 26	0.040	0.531
Factor 27	0.031	0.494
Factor 28	0.022	0.453
Factor 29	0.016	0.419
Factor 30	0.000	0.383
Factor 31	0.000	0.347
Factor 32	0.000	0.316
Factor 33	-0.000	0.273
Factor 34	-0.000	0.236
Factor 35	-0.000	0.191

*Note: *: Factor should be retained. Results from PC-based parallel analysis.*

It is possible to see that leadership focuses its attention on the optimization of resources and the transformation of its followers, contrasting with deprivation and austerity. At a more specific level, leadership is represented by motivation, decision, entrepreneurship and innovation, but from a utility disseminated among talents that goes beyond their labor rights.

DISCUSSION

The contribution of this work consists of the structuring of categories and subcategories related to the governance of organizational leadership according to a review and discussion of the literature published from 2020 to 2024, as well as a search limited to repositories from the Latin American context; although the type of study, sampling and analysis limit the results to the research setting; suggesting the extension of the study to international repositories such as Scopus, Copernicus, Ebsco or WoSand the corresponding analysis from a more sophisticated technique such as text mining.

Sánchez et al. [1] demonstrated the prevalence of an autocratic culture in knowledge management between leaders and followers, as well as its influence on talent entrepreneurship and collaboration in work groups.

In this study, the importance of the category related to leadership as a decision-maker, entrepreneur, innovator and motivator has been highlighted, although in terms of

knowledge management the translation of knowledge, experiences and skills turns out to be more efficient, effective and effective.

Elizarraráz et al. [2] related the attributes of the leader with a management style that they called organizational lucidity to distinguish and compare it from the authoritarian, permissive and negotiating styles, as well as identify it within a culture of assertiveness in accordance with the demands of the managerial transparency.

In this work, the leadership structure that the literature identifies as a product derived from governance, understood as a system of surveillance and monitoring of decisions and their possible effects on those who make up the organizations, has been represented.

Aguilar et al. [3] demonstrated that management transparency obeys knowledge management as a precursor to production and transfer, the three phases being part of corporate governance.

CONCLUSION

In this research, it was found that around leadership the categories and subcategories seem to show a rationality oriented towards utility, but without any relationship with the dimensions of governance: negotiation, agreements, responsibility and transparency.

Consequently, it is necessary to extend the research to more sophisticated databases such as Scopus, Copernicus, Ebsco and WoS in order to structure the agenda of specialized and updated literature in more detail and to be able to model the relationships between the variables and their indicators in the explanation of leadership as a leading phenomenon in organizations dedicated to the management, production and transfer of knowledge with corporate responsibility.

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