Management leadership in companies in the city of Bagua – Peru

Liderazgo gerencial en empresas de la ciudad de Bagua – Perú

Liderança gerencial em empresas da cidade de Bagua – Peru

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ABSTRACT

Managerial leadership is very important within the business environment, since it is the beginning for the success of the effectiveness and efficiency of companies, allowing organizations to respond in a timely manner to the challenges and obstacles that arise. The objective of this article was to identify the type of managerial leadership in the telephone companies of the city of Bagua. The methodology used was applied with a qualitative approach, whose information was collected through a bibliographic review. Likewise, an interview was conducted with 11 people made up of managers, administrators and sales managers of the telephone companies, who are directly related to the development of the organization. It is concluded that the type of leadership used by the managers of the telephone companies is the leadership of influence; however, they present deficiencies, which is why it is proposed to managers to improve their leadership, communication and negotiation skills, maintaining empathy, equity and being fair. Since, managerial leadership is fundamental for the good performance of its collaborators since this leads to a more favorable work environment and also to the success and sustainability of companies.

Keywords: Leadership, management, telecommunications, organization, collaborators.

RESUMEN

El liderazgo gerencial es muy importante dentro del entorno empresarial, puesto que es el inicio para el éxito de la eficacia y eficiencia de las empresas, permitiendo a las organizaciones responder de manera oportuna a los retos y los obstáculos que se presenten. El objetivo de este artículo fue identificar el tipo de liderazgo gerencial en las empresas de telefonía de la ciudad de Bagua. La metodología utilizada fue de tipo aplicada con enfoque cualitativo, cuya información fue recopilada mediante una revisión bibliográfica. Asimismo, se realizó una entrevista dirigida a 11 personas conformada por gerentes, administradores y jefes de ventas de las empresas de telefonía, las cuales están relacionadas directamente con el desarrollo de la organización. Se concluye que el tipo de liderazgo que utilizan los gerentes de las empresas de telefonía es el liderazgo de influencia; sin embargo, presentan deficiencias, motivo por el cual se propone a los directivos mejorar sus habilidades de liderazgo, comunicativas y negociación, manteniendo la empatía, equidad y siendo justo. Puesto que, el liderazgo gerencial es fundamental para el buen desempeño de sus colaboradores ya que esto conlleva a un clima laboral más favorable y también al éxito y la sostenibilidad de las empresas.

Palabras claves: Liderazgo, gerencia, telecomunicaciones, organización, colaboradores.

RESUMO

A liderança gerencial é muito importante dentro do ambiente empresarial, pois é o início para o sucesso da eficácia e eficiência das empresas, permitindo que as organizações respondam em tempo hábil aos desafios e obstáculos que surgem. O objetivo deste artigo foi identificar o tipo de liderança gerencial nas empresas de telefonia da cidade de Bagua. A metodologia utilizada foi aplicada com abordagem qualitativa, cujas informações foram coletadas por meio de revisão bibliográfica. Da mesma forma, foi realizada uma entrevista com 11 pessoas compostas por gerentes, administradores e gerentes de vendas das empresas telefônicas, que estão diretamente relacionados ao desenvolvimento da organização. Conclui-se que o tipo de liderança utilizado pelos gestores das empresas de telefonia é a liderança de influência; porém, apresentam deficiências, razão pela qual se propõe aos gestores aprimorar suas habilidades de liderança, comunicação e negociação, mantendo a empatia, a equidade e a justiça. Visto que, a liderança gerencial é fundamental para o bom desempenho de seus colaboradores, pois isso leva a um ambiente de trabalho mais favorável e também ao sucesso e sustentabilidade das empresas.

Palavras-chave: Liderança, gestão, telecomunicações, organização, colaboradores.

I. INTRODUCTION

Nowadays, managerial leadership is very important within the business environment, as it is the beginning for the success of the effectiveness and efficiency of companies, as it allows them to achieve the objectives set collectively, which effectively impacts on the progress of quality and business excellence, allowing organizations to respond in a timely manner to the challenges and obstacles that may be presented to them (Capa et al. 2018).

In this sense, Enderica et al. (2018) mentions that the absence of leadership in organizations could cause economic losses, due to low productivity and cause damage to the organizational climate such as negative attitudes, unpunctuality, failure to meet objectives, among others. Likewise, Navia et al. (2019) replicates that lack of managerial leadership generates problems in the investment of funds, deficiency in the performance of collaborators, fines from supervisory bodies and even closure of branches, because in this way difficulties in the survival of any business or organization will be evidenced.

Regarding the international context, Chygryn et al. (2019) mention that there are no strategic, tactical and operational components within human capital management in Ukrainian telecommunication organizations, this is because they do not have a career plan in strategic management. This means that, the manager together with the human resources area should make a management planning, with the aim of guiding, motivating and preparing employees to assume a job position with greater responsibilities, according to their skills and potential. Also, Cortellazzo et al. (2019) reveal that in Italy after a comprehensive analysis of the contribution of studies on leadership and digitization, thought patterns and findings were identified in various social science disciplines such as management and psychology. These findings explain that leaders are a strategic part in fostering a digital education, as they require establishing communication with various stakeholders with a focus on enabling cooperative processes in complex situations.

Similarly, Quiñónez et al. (2020) indicate that in Ecuador telephone companies have deficiencies in both organizational and commercial management, since there is no integration of functions and organizational units. This is why organizations should implement strategic alliances in order to promote growth, talent and skills of employees, so that they can adapt to the modern and technological era of the sector. In Nigeria, a study was conducted on multi-choice telecommunication collaborators, where it determined that the lack of motivation and performance of collaborators is a product of constant staff turnover, at the same time due to work overload and lack of job recognition, which is why top management should promote through managerial leadership a good organizational climate as it improves the productivity of collaborators (Project, 2018).

As for Peru, at the end of 2019 OSIPTEL participated in 330 visits, where 165 visits were made to Movistar's customer service centers, 116 to Claro, 29 to Entel and 20 to Bitel. During the development of the visits, it was observed that the staff of the operating companies.

did not provide a good service to users, since they were not properly trained, as they did not know several of the procedures through which they can meet the requirements of users (Osiptel, 2020).

On the other hand, a study conducted by Conexión ESAN (2019), evidenced that there is low motivation within companies, since only 15% of the collaborators are excited about the company's future. Therefore, in Latin America, Peru ranks third in the rate of labor turnover at an average of 20%, due to the fact that company managers do not know the cause of demotivation; therefore, it is a fundamental element to implement motivational policies in order to increase the progress of the entity and at the same time that its collaborators feel more incentivized and identified with the organization.

Gomez et al. (2020) pointed out that the leadership of the managers of the (CCA) lacked a process focused on the administration of human talent, which is an ideal means for the development of plans with the purpose of consolidating the organizational culture of the entity. For this reason, it is essential to recognize managerial leadership capabilities in order to take responsibility for business administration. On the other hand, Podesta et al. (2019) mention that, the use of coaching skills by managers and leaders, often called managerial coaching, has become a group of principles that form talented leaders, to contribute to personal growth, professional and social relations of their collaborators, as well as the improvement of strategies in organizations in order to achieve the objectives outlined.

In the province of Bagua, telecommunications companies offer 3 mobile telephone operators: Claro, Entel and Bitel, which mostly provide prepaid and postpaid services, among other services. The problem that is evident in these companies is that they do not have a manager for each of the branches, allocating only one manager for several areas or for an entire department, causing a shortage of training for staff and poor communication between sales consultants and managers; therefore, when customers make a claim for any breakdown or failure do not get immediate response, leading to migrate operator looking for a more efficient service.

In this context, managerial leadership is an important issue within an organization because according to recent studies show that there are deficiencies in organizational management causing economic losses due to low productivity and organizational climate as negative attitudes, unpunctuality, failure to meet objectives, among others. All this is due to the fact that the leaders of the organizations do not have a management plan, likewise there are no strategic, tactical and operational components within the management of human capital. For this reason, it is essential that senior management promote a good organizational climate and apply methodologies to improve the progress of organizations, while their employees feel more motivated and identified with the organization.

In this sense, this research is carried out with the objective of identifying the type of managerial leadership in telephone companies in the city of Bagua. Also, it is justified theoretically because it is based on the approach of Bennis and Nanus (1985) called "The four keys to effective leadership" because it provides a broad knowledge for the success of leadership within organizations and also does the "classical theory of management" according to Fayol and Taylor, (1971) where they mention 14 administrative principles such as Division of labor, also authority, also discipline, also unity of direction and command, followed by individual subordination to the common good, remuneration, centralization, scalar chain, order, equity, staff stability, initiative and finally team spirit that all organizations must take into account to adapt to any circumstance, time or place. We also have the normative theory of V. de Vroom & Yetton (2010) in which highlights five models of leadership which are the leadership of majorities, also collaborative leadership, also adaptive leadership, likewise the inertial or passive leadership and finally the hierarchical leadership. In which the degree of opportunity must be taken into account, where managers will solve the difficulties through the information that will be provided by subordinates and from these alternatives are evaluated and then make a decision that will benefit the organization.

Likewise, in the practical justification, this research is relevant because it contributes to beneficial information for those in charge of the companies, since it will allow them to elaborate solutions for the problems that emerge in the environment of the organization, optimizing the performance and development of the company. It is also essential within the social aspect, since it influences the human capital, because it consolidates the link between top management and employees, improving the working environment and successfully achieving the objectives of the organization.

Therefore, previous research on managerial leadership strengthens this work, since the methodology to be used is quantitative and an interview will be conducted with senior managers of Bitel, Claro and Entel telephone companies. In addition, through our conclusions and recommendations will contribute to future research on the type of leadership in an organization, and can be used as background research in theses.

II.   THEORETICAL BASIS

After a systematic review, the work of Barrera and Cabrera (2022) was considered because they conducted an analysis on the failure in the MSEs of Guayaquil being as a primary factor the managerial leadership. For this, they used the descriptive and exploratory method to study the companies that closed during the last 5 years and these data were collected through the survey technique, which was applied to 41 managers. They obtained as a result that managers exercise visionary leadership because it motivates and clarifies the importance of employees within the company. However, they conclude that the decisive factors for the failure or closure of companies can be financial problems, indebtedness, inadequate administration and additionally the lack of effective planning, but not leadership styles. Since these should be exercised according to the work group and the situation that arises.

Likewise, Sumba et al. (2022) conducted an analysis on the impact of corporate leadership in small and medium enterprises (SMEs), using a bibliographic and exploratory methodology. With this, they obtained that in SMEs there must be an integration and commitment of all those involved; likewise, business

leaders must enhance their qualities in order to generate a positive impact on companies. Therefore, they concluded that for SMEs to progress they need a leader who is able to make good decisions, but also has the ability to persuade and influence those around him/her.

Similarly, Gonzalez et al. (2021) conducted a study with the aim of defining concepts and revealing important relationships related to leadership with its systematic practice in the future of business. It was developed under a qualitative approach to review the literature on leadership development, as well as trait, behavioral, situational, transformational, cross-cultural, and shared leadership theories. Thus, the results showed that leadership has been entrenched for many years, while it is transformational leadership that will shape the new business management. Thus, they concluded that the factors that have guided leadership are ethics, social responsibility, teamwork and inclusive interaction. Thus, based on future theoretical contributions, management development will generate systemic leadership as an integrated strategy with a shared vision.

Similarly, Paredes et al. (2021) aimed to determine the degree of association between managerial skills and organizational climate. This study was carried out through the descriptive-quantitative method, applying a questionnaire to 53 SME managers. They obtained as a result that managerial skills (negotiation, decision making, leadership, communication and teamwork) are relevant to organizational climate. Therefore, they concluded that managers should learn to use and manage the various managerial skills based on a better work climate.

In addition, Acabado (2020) determined to examine the three key elements in the business world: organizational culture, leadership style and financial performance. In this regard, they made a methodological analysis with a qualitative approach. The results were that leadership characteristics in multinational companies are more balanced among the four roles in each of the corresponding quadrants, while in national companies they are more internally focused. Therefore, he argued that this difference may be related to the normal state of leadership, which is focused on the comfort zone that internal processes seem to generate; compared to the fundamental state of leadership which is based on strategic application to the customer and flexibility. For this reason, multinational companies are more focused on external aspects and future development.

On the other hand, Appiah (2020) conducted research with the aim of investigating the impact of leadership styles on job performance in non-governmental organizations (NGOs) in the private sector. For this, he used the qualitative approach by applying an interview and staff surveys, while conducting a literature review. The result was that private NGOs should consider using democratic leadership, laissez-faire leadership and transformational leadership style so that they can boost the morale of their employees to improve job performance. It therefore concludes that leadership style is important as it enables leaders to know what type of leadership, they should adopt to promote the integrity, credibility and sustainability of an organization as well as taking into account that proper leadership fosters good performance and work climate.

Also, Torcatt (2020) decided to analyze managerial leadership and teachers' professional performance through a qualitative-descriptive approach, applying an interview to teachers as well as to school principals. The results showed that managers need leadership adapted to the new era, capable of developing fruitful exchange relationships and creating synergies for the achievement of goals, as well as encouraging teachers as mediators of learning processes and experiences of students. Therefore, he concluded that teachers need to improve their pedagogy in order to enhance their leadership; likewise, the principal needs to practice effective management through personal development.

Similarly, Giudici & Filimonau (2019) investigated in UK the role of managerial leadership in the success of an event, referring especially to the enablers and inhibitors of effective communication, with case study approach and qualitative paradigm. The results showed that managers' leadership ability is related to their personal and interpersonal performance. Concluding that, at a personal level, low motivation and interaction diminishes the performance of the collaborators; meanwhile, at an interpersonal level, the ineffectiveness of recognizing the efforts of the team members prevents the full development of the company's activities.

Thus, Hendrikz & Engelbrecht (2019) decided to develop a new way of measuring principled leadership (PLS) and value-based behaviors. For this, they made use of the quantitative approach by applying questionnaires as well as performed a bifactor analysis. As a result, they found that strong principled and value-based leadership is quite weak. For this reason, they concluded that, if organizations

decide to analyze the principled leadership behavior of their top management, they should make sure that they have the best role models to ensure principled and value-based behavior in all areas of the organization, which in the future will reflect greater trust and cooperation among employees, as well as greater organizational effectiveness.

Similarly, DiGirolamo & Tkach (2019) examined the use of managerial coaching skills, through a mixed methods approach and involves an extensive literature review, semi-structured interviews and a survey of team members. The results suggest that the use of coaching skills by leaders and managers should be understood as a management style or participative leadership. In addition, coaching skills for managers and leaders were associated with higher team member participation, better working relationships, and lower intention to leave. So, they concluded that the use of coaching skills can be applied to employee development, engagement and relationship building, rather than job performance.

In such a way, Enderica et al. (2018) arranged to identify good leadership practices in SMEs, through a quantitative - descriptive approach, with a non-experimental - cross-sectional design, for which they applied a questionnaire to 255 managers. They obtained as a result five leadership practices for business management, such as challenging processes, inspiring a shared vision, empowering others, shaping the way and giving encouragement to the heart. Concluding that it is vital that managers take into account the 5 leadership practices to differentiate themselves and create competitive advantages.

Next, Lechuga et al. (2018) decided to establish the relationship between leadership and human development, for which they used the qualitative method, a non-experimental design and a cross-sectional documentary - bibliographic level. After a previous analysis, it was found that the adaptation of customers allows organizations to adapt to changes that occur in their environment. In summary, an effective change management requires leaders to change the mentality of their collaborators and this will allow them to adapt and respond positively to the growth of business dynamics.

Similarly, Gifford et al. (2018) determined to identify managers' leadership behaviours that are associated with the use of research by clinical staff in nursing and allied health professionals; to this end they used the qualitative and mixed method approach, whereby they conducted a literature review and applied cross-sectional surveys, followed by a narrative synthesis. The findings showed that managers made use of a wide range of leadership behaviors focused on change, relationships and tasks. As such, they concluded that top management behaviors influence the organizational structure as well as the environmental setting.

For the national antecedents' different scientific articles and research works have been considered, for that reason the study of Ramirez and Puican (2022) in which they decided to establish the power of the managerial leadership in the position of the participants in the company is had. An inquiry of applied model was taken into account, with descriptive-correlational magnitude, likewise a non-experimental, transectional research design was used; it was confirmed by 103 collaborators. A survey and questionnaire were used to obtain the information. In effect it was evidenced that the managerial leadership achieved 58% in the moderate level, while the labor competitiveness obtained 47% in the moderate level. As a result, it was possible to demonstrate that if the manager has the ability of leadership, he will be able to influence the collaborators and, in this way, they will be competitive in each task they perform in the organization. And they came to the conclusion that managerial leadership and labor competitiveness have a positive correlation.

Similarly, Kaqui and Diaz (2020) conducted a study in order to determine the relationship between managerial leadership and goal achievement, it was applied at the relational level and the descriptive correlational method, with a cross-sectional design. The results showed that there is a correlation between work climate and organizational commitment.

In addition, Aguilar (2019) conducted research whose objective was to analyze the link between transformational leadership and organizational commitment. This study used was a non-experimental, quantitative and cross-sectional correlational design. The sample consisted of 19 teachers. The instruments used were the Transformational Leadership Scale of Bass and Avolio. In conclusion, it was possible to identify that there is a direct relationship between principals and teachers.

Campos and Ludeña (2019) also conducted a research study with the aim of determining leadership and its impact on job performance. A descriptive method and correlational design was used; it was formed by 36 collaborators. The survey was used as a technique to collect information. It was carried out through a questionnaire. It was obtained as a result that 90% of the collaborators admit that leadership is fundamental for work development because it facilitates decision making in the organization.

In contrast, Sanchez (2019) conducted a study to investigate the existing relationship between managerial leadership and organizational climate. The method used was quantitative approach, with a descriptive, correlational type. Two previously validated surveys were conducted to 72 teachers. As a result, a direct and significant relationship was determined between managerial leadership and organizational climate; that is, superior managerial leadership is linked to the organizational environment at a higher level.

Finally, Morales and Flores (2018) mention that in their study conducted, the relationship between transformational leadership and organizational development was determined. The study conducted is of non-experimental type, with descriptive correlational estimation. The population was 70 employees and the sample was 60. The applied instruments show high reliability through Cronbach's alpha statistic. As a conclusion it was determined that there is a very important relationship between transformational leadership and organizational development.

Regarding the scientific bases, the theory of the four keys of effective leadership of Bennis and Nanus (1985) was considered, since it provides a wide knowledge for the success of managerial leadership within organizations and in that way the companies are effective and viable through action, in such a way that it will show us how to turn leaders into agents of change. Likewise, the "classical theory of administration" according to Fayol and Taylor (1971) where he mentions the 14 administrative principles to carry out the direction of work and the correct leadership which all organizations must take into account to adapt and have an immediate response to any circumstance, time or place. We also have the normative theory of V de Vroom & Yetton (2010) in which highlights five models of leadership which are the leadership of majorities, also collaborative leadership, also adaptive leadership, similarly inertial or passive leadership and finally hierarchical leadership. It should take into account the degree of opportunity where managers will solve the difficulties through the information that will be provided by subordinates and from this alternative a evaluated and then make a decision that will benefit the organization.

In the following lines, the concept of various authors is described with regard to the Managerial Leadership variable considered in this research.

According to Aubert (2011) it is the set of qualities and capabilities necessary for the guidance and control of employees within an organization. To direct efforts towards the achievement of objectives. Therefore, managerial leadership is an undoubted shaper of organizational culture and is made up of four aspects such as personal leadership, also the leadership of influence, as well as strategic leadership and finally the leadership of results**.**

Managerial leadership is defined as a rudimentary managerial management, whose behaviors allow communicating and maintaining clear goals of the organization, with the purpose of encouraging participation and caring for the professional development of the collaborators (Stengard et al. 2020).

Cizikiene & Urmanavicius (2021) indicate that managerial leadership is extremely important in influencing the performance of organizational members, creating conditions for continuous improvement. Since a leader must have the ability to incorporate employees into a team, evaluate achievements and facilitate social interaction among organizational members. He or she must also strive to constantly improve the ability of employees to provide individual and customer-oriented services.

In the same way Paz et al. (2019) mention that through managerial leadership seeks to achieve union with collaborators and influence the work team, and this is achieved not only through the authority of the administrative position exercised from the highest level of the organizational structure, but also through the work strategies established to develop competencies; and by the human ability to relate, lead and maintain a balance between formal and informal relationships in an organizational environment, always allowing communication and participation among collaborators.

Therefore, managerial leadership allows the director of the organization, distribute or delegate tasks to their subordinates taking into account their skills and abilities of each member, so that the organization can, address and overcome each of the weaknesses through its strengths, facing its threats to turn them into opportunities (Malca and Callao, 2021).

According to Aubert (2011) the dimensions considered in the managerial leadership variable were four: personal leadership, also the leadership of influence, **in** addition to strategic leadership and finally the leadership of results.

Personal Leadership is personal growth, i.e. me with myself, self-knowledge, having a positive mental attitude, believing that what you are doing will be worthwhile, and motivating yourself. That is, it is that person aware of how to think and act while leading himself, gaining the necessary confidence and self-esteem that allow you to overcome mental barriers, strengthen their attitudes, habits, personality, making the most of their gifts to develop their emotional intelligence (Aubert, 2011).

In this type of leadership five indicators have been considered among which we have confidence, self-knowledge, self-esteem, attitude and personal development.

Regarding trust can be defined as self-confidence, and the engine to cultivate lasting relationships based on cooperation and collaboration. For this reason, trust is considered to be the basis for decision-making in different contexts, whether personal, academic, commercial or business (Cho et al. 2015).

As for self-knowledge, it refers to a construct that includes self-evaluation, since it will allow us to understand what our strengths, weaknesses and everything that differentiates us from the rest are, it also encompasses self-esteem and self-reference. In this way we will have the ability to make judgments about current cognitive or emotional states, traits and/or internal abilities (Lou et al. 2019).

Self-esteem is defined as a subjective construct that does not necessarily reflect the objective characteristics of people, or how others perceive them. That is, it is an assessment, perception, or judgment that a person has of him or herself. This includes a feeling of self-acceptance and a positive attitude towards oneself, but this does not mean that the individual feels superior to others (Orth et al. 2018).

Concerning attitude, it is the habitual human behavior, which allows the individual to adapt to different circumstances. It is related to self-interest and social identification with reference groups or individuals and values. It is also linked to deliberate and reflective processes in decision making (Howe & Krosnick, 2017).

Finally, personal development is defined as the process through which people seek to increase their potential or strengths and achieve their goals, driven by the interest of self-improvement, as well as the need to give meaning to life (Dongil & Cano, 2014).

Influence Leadership refers to leadership over people, which includes the development of skills, allowing the growth of the interpersonal dimension, i.e. me with other people. Knowing how to manage aspects of communication to promote collaboration and create a conducive work environment, making team members establish trust with others, eliminate fear, accept challenges, have self-confidence and achieve results (Aubert, 2011).

In this case the following indicators such as communication, collaboration, challenges, skills and organizational climate are presented.

Communication, is the way human beings have to express their ideas, opinions, feelings, emotions, among others, is innate in the relationships of people and to achieve communication between two individuals must seek a mutual exchange of words (Gomez, 2016).

As for collaboration, it is defined as a process of assertive and constructive interaction that exists between two or more people, either in the personal or organizational aspect in order to solve problems, improve, innovate and thus meet the proposed goals (Giraldo et al. 2013).

Challenges, refers to the events faced by individuals that involve struggle and perseverance in order to obtain a satisfactory result (Raimundi et al. 2014).

Regarding skills, Portillo (2017) mentions that they are identified as the ability to use theoretical knowledge in a practical context. That is, it is the combination of previous knowledge and skills techniques that are required to carry out activities for productive purposes.

Finally, Iglesias and Torres (2018) define that organizational climate refers to the set of perceptions and characteristics of an organization, such as the behavior of collaborators in the psychosocial environment in which they develop to perform their work functions. Therefore, it is considered as a fundamental element to achieve an efficient organization.

Strategic Leadership is the one that achieves the position of the organization, defines the direction, directs the actions and standardizes the efforts of the collaborators. Through strategic leadership, you can define the vision, mission and shared values, which allow designing strategic maps so that the organization

can adapt to the new demands of the competitive market and through the necessary tools and strategies to achieve the vision and objectives (Aubert, 2011).

This type of leadership presents the following indicators such as mission, vision, competitiveness, strategies and direction.

Regarding the mission, Bautista et al. (2016), define what is the impetus, purpose and goal of the life of an organization, defining what it seeks to accomplish in its environment or social system, which takes into account the external elements to enhance its strengths and counteract its weaknesses (p.171-180).

The vision is the direction to strive for the implementation of an organization, determining the goals to be achieved in the medium and long term, according to (Correa, 2012).

Regarding competitiveness, Solleiro & Castanon (2005) point out that it is the ability of an organization to maintain or increase its market share based on new business strategies, as well as in a competitive environment determined by the industry and consumer market and policies introduced by national governments and regional economic alliances.

Concerning the strategies, they are a management tool that facilitates procedures and techniques to obtain a proactive interaction of the organization with its environment and thus achieve satisfaction of the needs of the public to whom its activity is directed (Concepción, 2007).

González et al. (2022) define management as carrying out the strategies proposed, directing efforts towards the goals set, through leadership, motivation and communication (p.33).

Finally the Results Leadership is one that allows the transformation of the organization, since the leader will have the ability to optimize and execute the strategy, which will turn customer service into an engine of growth of the organization as its main feature is the rapid decision making, which is supported by all employees of the organization (Aubert, 2011).

The indicators for this type of leadership are optimising, executing, organisational development, organisational capacity and decision making.

Calvajar et al. (2017) mention that optimizing refers to the response that facilitates better results, including usefulness, therefore, its use can be performed in different versions, linked to the optimization of various business management indicators.

As for executing, Yuraima & Pasek (2005) emphasize that it is the action of carrying out what is planned and is related to work.

Regarding organizational development**, it** is defined as the introduction of ideas to develop a series of planned changes, which lead to an accurate knowledge of the skills and fragility of the organization (Sanchez, 2009).

Organizational capacity is the union of techniques and competencies available to the organization to direct and couple the means possessed inside and outside the organization (Petit & Méndez, 2010).

Finally Yuraima & Pasek (2005) indicate that decision making is an essential procedure in the work when deciding or ordering within the work team.

After having talked to the administrators of telecommunications delivery companies in the province of Bagua it was observed that they do not have MOF and ROF which could be the factors that there is no leadership capacity and management capacity. Among the company's policies, Law No. 29733 is adequately considered, which recognizes that the private information provided by individuals deserves the utmost interest and care, which is why for telecommunications companies to persevere privacy and safeguard the information of its customers is the most important thing. Also, the companies that have quality policy on their website are Claro and Entel where it is mentioned that they are adequate to the international ISO standards (9001), thereby committing themselves to maintain and continuously optimize the efficiency and adequacy of the Quality Management System. However, this ISO standard was not found in other companies in the same sector such as Bitel.

III.   METHODOLOGICAL STRATEGIES

In the present research a contribution was made on the importance of managerial leadership in telephone companies of Claro, Bitel and Entel in the city of Bagua in which it was chosen to use the

qualitative approach where Hernández & Mendoza (2018) mention that it focuses on understanding the phenomena, exploring them from the perspective of the participants in their natural environment and in relation to the context (p.390). In addition, it was considered an applied type study because this type of work uses methods and procedures to collect relevant information on managerial leadership, Ñaupas et al. (2014) mentions that it is one that is oriented to an objective solution to the problems of the processes of production, distribution, circulation and consumption of goods and services, of any human activity, especially industrial, infrastructure, commercial, communicational and service (p.93). Similarly, the descriptive research method was applied because it sought to describe and explain about the practice of leadership in companies. Hernandez & Mendoza (2018) defined that descriptive studies aim to specify the properties, characteristics and profiles of people, groups, communities, processes or any other phenomenon that is the object of their analysis. That is, they measure or collect data and report information (p.108).

As a population group we chose to consider 11 individuals who are the manager, administrator and sales manager of the companies Claro, Bitel and Entel in the city of Bagua. Therefore, population is the set of individuals, people or organizations that are the subject of research, and for which in social research it is customary to distinguish two types of population: target population, which is the total population but not available, and the accessible population which is the available set and the one that serves the research (Ñaupas et al. 2014). In the same way the sample was constituted by the same number of individuals involved in the population where Ñaupas et al. (2014) state that a sample is the subset, or part of the universe or population, which is selected different by methods, but always taking into account the representativeness of the universe, that is, a sample is representative if it meets the characteristics of the individuals of the universe. It was also chosen to make use of the structured interview where (Arroyo, 2020) specifies that the interview is based on a rigorous list of questions and the interviewee respects the content and order of the questionnaire (p.269). Also, it was deliberated to use as an instrument the interview guide which was composed of 20 questions, (Ñaupas et al. 2014) defines it as the tool that consists of a simple printed or unprinted sheet that contains the questions to be asked to the interviewee, in a certain order (p. 223).

The research topic was conducted because the issue of managerial leadership is very relevant in companies, which is why it was decided to conduct the study in relation to telephone companies in the province of Bagua. It began with the introduction where the problem is described and the consequences that occur in the international, national and then in the local context, then, the theoretical basis was carried out, which detailed the background in the international and national context taking into consideration the objectives, results and conclusions of various authors, thus capturing the ideas of the main problems that exist in the business world. It was also considered the scientific approaches, concept of the variable, legal basis and dimensions. It continued with the methodological strategies in which the type of approach, level of study, type of design, population, sample, technique, instrument, procedure, statistical method and ethical aspects of research were described.

For the managerial leadership variable, the descriptive statistical method was used since it allowed to collect, describe and analyze the answers of the interview that was applied to 11 people such as managers, administrators and sales managers of the telephone companies of Claro, Bitel and Entel in the city of Bagua, taking into account four dimensions such as personal leadership, also the leadership of influence, as well as the strategic leadership and finally the leadership of results. In addition, the inferential statistical method was used since it allowed contrasting the research hypothesis. On the other hand, the ethical principles in this research are: truthfulness because the information that has been considered in the research work was totally real since it was acquired from articles, thesis and books. Likewise, the value of respect has been practiced since the opinions of each of the members have been accepted and the indications and constructive corrections by the teacher have been respected.

Finally, it was honest because the answers were considered as the interviewees answered without being manipulated or adulterated, and later the members of the research team carried out the respective analysis of each of the questions. It should be noted that this information will not be used for profit, but only for academic purposes.

IV. RESULTS

The results achieved in the dimension: Personal Leadership, the following was found:

Regarding question N° 1: Do you consider that the manager of the company demonstrates managerial skills that allow him/her to generate trust among the work teams?

The collaborators of the companies of telephony of Claro, Bitel and Entel of the city of Bagua, agreed in their answer; affirming that the managers of these companies if they demonstrate managerial skills that allow them to generate confidence, since they are people who demonstrate empathy and enthusiasm, they are pending of each collaborator, and mainly they are prepared and they have knowledge of how to contribute to the companionship between collaborators; to propitiate a good labor climate.

It is important that people who hold management positions ensure the good performance of their employees as this allows to achieve the goals that the organization has been raised, having to do so, exercise managerial leadership and above all give them the necessary confidence to each member that is active in the company. Since the lack of leadership and management skills often leads to risk situations within an organization, such as poor performance, conflictive environments and low productivity leading to decreased sales and therefore loss of market.

For question N° 2: Does the manager of the company make the most of his self-knowledge when transmitting actions to the collaborators for decision making?

The collaborators of the companies of telephony of Claro, Bitel and Entel of the city of Bagua, agreed in their answer; affirming that the managers of these companies if they take advantage to the maximum of their self-knowledge for the decision making, since they present qualities as the patience and kindness, which allows them to have an open and responsible attitude with their collaborators, for that reason before taking a decision, they analyze the situation from all the possible points of view.

While it is true, currently people who are in the top management of an organization, when making a decision request the participation of their employees regardless of their position in the company, since there are times when you should take advantage of the knowledge and experience of a greater number of people, to make better decisions. For this, workers must also be in constant training, however, it could be seen that this does not occur in the companies interviewed, since it could be seen a claim by one of the customers, and employees could not give an immediate solution. For such reason it is recommended to each one of the telephony companies to offer to their collaborators trainings where they receive instructions of how to solve some type of problem with their clients, to be oriented to give an attention of quality and to perform better in their sales.

In question N° 3: At any time has the manager of the company had any negative behavior that has affected your self-esteem?

The collaborators of the telephone companies of Claro, Bitel and Entel of the city of Bagua, coincided in their answer; denying that the managers of these companies have had some negative behavior that has affected their self-esteem, since they are professionals with ethics, they present a positive attitude with all their collaborators, and have a mutual respect between all the members of the organization.

In an organization it is important that the person in charge of directing it, is very professional, that demonstrates an appropriate behavior and always maintains an assertive communication with all the members of the organization, in such a way that does not affect the self-esteem of any collaborator, since to be affected will prevent to face labor challenges, and the challenges that are presented to them will pass unnoticed.

Concerning question No. 4: Do you consider that the company's manager shows an adequate attitude towards the adversities that arise in the company?

The collaborators of the companies of telephony of Claro, Bitel and Entel of the city of Bagua, agreed in their answer; affirming that the managers of these companies if they demonstrate an attitude adapted before the adversities that can be presented, since they are characterized by being optimistic people, and this positive attitude allows them to confront any situation, since their only objective is to improve the productivity of the company and to offer an adapted attention to their clients.

While it is true that some people are naturally cheerful and optimistic, managers and sales professionals often experience moments of frustration. Either by not getting to close a long-awaited deal or not closing a sale. However, to cope with these situations, they must have a positive attitude. That is why today the requirements to assume a position of high responsibility and meet the expectations of employees and customers are not limited to practical and tacit experiences; but it is necessary to have skills and abilities

to adapt to any situation, especially to close a sale, but also provide a relationship of credibility and trust between the customer and the company.

Regarding question No. 05: Do you consider that the manager's knowledge and strengths allow employees to develop their potential in the tasks entrusted to them?

The employees indicated that the manager's knowledge and strengths allow them to develop their potential in the tasks they are entrusted with, since senior managers take into account the proposals for improvement for the growth of the company. And all this is thanks to the fact that they provide them with support to clear up the various doubts they have, also they give them full confidence and autonomy to solve problems and unforeseen events that arise in working hours. In such a way that provides a constant learning to the collaborators, which is reflected in the attention to the real clients.

Then, it is essential that managers take into account the suggestions for business improvement of their employees, they must also give them confidence and the power to solve the problems that arise in the organization or users. These are powerful factors of motivation, for the development or improvement of work skills and for a good organizational climate, which is reflected in the attention and satisfaction of customers. But, for this it is necessary to establish commitments, guidelines, and clear responsibilities, i.e. a management plan, otherwise there will be no clear focus on the vision of the company leading to low productivity.

Likewise, the results obtained in the dimension: Leadership of influence, the following was found:

Regarding question N° 6: Do you consider that the communication that exists between the work teams is effective and friendly, and allows to achieve the objectives of the company?

The collaborators pointed out that in the company the communication that exists between the work team is effective and friendly, generating a good work environment, besides having a welcoming place and there is little rotation of collaborators. This allows them to have a good work performance, which contributes to solve the problems that may arise in the company, thus achieving the proposed objectives.

So, it can be said that, in organizations is very important effective and friendly communication between a work team because it helps them to transmit their ideas or doubts with confidence, besides feeling motivated so that they can perform the tasks assigned to them, so that in the absence of good communication organizations could not increase their productivity causing that they fail to achieve the proposed objectives.

Regarding question N° 7: Do you think that the collaboration between each of the company's collaborators is very important?

The people interviewed indicated that the collaboration that exists between each one of them is of utmost importance because it allows them to help each other to correct the mistakes they may incur, generating that there is union among the employees of the company. In addition, it helps them to provide better customer service to make them feel satisfied and achieve the goals set in the short term.

Therefore, one of the biggest factors that favor the success and development of organizations depends on whether or not employees can work well as a team because this allows them to share their skills, abilities and opinions to achieve a common goal by promoting a harmonious and positive working environment in the organization. Therefore, it is very important that employees should be in constant training so that when a problem arises in the company, they can solve it as a team in order to provide an immediate solution to the customer and not just one employee trying to solve the problem originated, as what happened in one of the companies interviewed. It is important to emphasize that the absence of collaboration between the work teams of the organizations generates conflicts between them causing bad interpersonal relationships, dissatisfaction and demotivation, which leads to low productivity in sales.

In question N° 8: Do you consider that the company allows employees to have new professional challenges to improve their work productivity?

The interviewees expressed that the company where they work allows them to have new professional challenges since they attend trainings in different places of the region in order to be in constant professional development according to their work areas, allowing them to improve their work productivity and to face this

increasingly competent world satisfactorily. Likewise, the schedules offered in the company are flexible so that the collaborators can carry out their studies.

So, a good manager knows that keeping their employees motivated with new challenges is of utmost importance so that they can improve their work productivity thus contributing to increased sales and thus get more positioning in the market. Because if organizations are not interested in expanding more knowledge and skills of their employees will generate market loss and therefore economic losses.

In relation to question N° 9: Do you consider that in the company the employees are placed in their job, taking into account their professional and personal skills?

The employees mentioned that in the company where they work, the employees who can relate more easily with customers are placed in the area where they can generate better sales, which benefits the company, those who are more skilled with the accounts are in charge of the cash area and others to supervise the inputs and outputs of the products. They also mentioned that there are cases in which some employees who enter to work in the company do not have prior knowledge about the work to be performed, but because of the skills they have adapt very quickly with the training provided. Then they consider that if they are placed according to their professional and personal skills.

While it is true, jobs are the main link between employees and the company; to work in a context of job satisfaction and the manager has the responsibility to place each employee according to their professional and personal skills in order that organizations function properly and manage to be competitive thus generating productive and economic increases. So, if managers do not make a proper placement of employees in different jobs, organizations will not have adequate control affecting the achievement of the proposed goals and objectives.

Regarding question No. 10: Do you think that a good organizational climate is an important element for the achievement of the company's objectives?

The interviewees pointed out that a good working environment is a fundamental element because it has a positive influence on the mood of the work team, consequently, performance and productivity and even achieve or exceed the proposed goals of an organization. In addition, communication is important, since, if a case arises that one of the collaborators present health or personal problems, the collaborator informs with full confidence to the leader and this must be understanding and flexible, because in this way it will allow the achievement of the objectives of the company.

Therefore, we can say that a good organizational climate is an important component, because it allows greater integration and loyalty of human capital, likewise improves the image of organizations and even makes it easier to adapt to changes in the business world. But, if there is not a good relationship between staff and top management, it leads to non-compliance with the pre-established working conditions which generates low productivity and even bad image and losses for the company.

Similarly, the results obtained in the dimension: Strategic Leadership, the following was found:

Regarding question N° 11: Do you think that the organization's mission allows it to gradually position itself in the city of Bagua?

The collaborators of the companies of telephony of Claro, Bitel and Entel of the city of Bagua, affirm that the mission that have their organizations if it allows them to be positioned gradually in the city of Bagua, in spite of the fact that the market is competitive and changeable. They also mention that one way to demonstrate the development of the mission is when interacting with customers, who according to the experience obtained will provide recommendations to other people to go to the telephone companies.

It is important that an organization at the time of its creation has a mission so that its employees have knowledge of what the company is going to dedicate itself to, how it will differentiate itself from the competition. And thus achieve position itself in the market as one of the best telephone companies that offers its services despite the competition and drastic changes that occur in the environment. And if they did not present a vision within the organization, it would be chaos because without vision there is no success. For the simple fact that their collaborators did not know where the company they work for is heading.

Regarding question No. 12: Do you think that the manager constantly evaluates the employees on the knowledge and measurement of the fulfillment of the company's vision?

The collaborators of the telephone companies of Claro, Bitel and Entel of the city of Bagua, agreed asserting that the managers of the companies before mentioned if they evaluate monthly to their collaborators on the knowledge and the measurement of the fulfillment of the vision by means of meetings and trainings to their collaborators with the purpose of acquiring new knowledge and overcoming challenges of the work. In addition, they point out that they have indicators to which they are governed as a company which allow them to evaluate them and thus fulfill the outlined vision.

It is essential that every organization at the beginning of their functions have a vision as it will allow to know where it is going, how far you want to go and especially what you want to project. Therefore, within an organization, the manager must conduct monthly meetings, training and / or evaluations on knowledge and compliance with the proposed vision in order to know if the employees are really doing their part in the development of the organization.

Regarding question N° 13: Do you think that the strategic leadership used in the company allows you to compete efficiently in the market of the province of Bagua?

The collaborators of the telephone companies Claro, Bitel and Entel in the city of Bagua, agreed that the strategic leadership used is fundamental and effective because it allows them to compete efficiently, bringing with it much progress and benefits to business development. Also, companies have national and international suppliers which provide them with products at lower costs.

It is important for the company to make use of strategic leadership as it will allow it to compete efficiently in the local market. An advantage is that it contributes in the organization together dealing with unexpected situations. And if it is not used it can cause bad working environment among all those who are part of the organization.

Regarding question N° 14: Do you consider that the strategies planned in the Institutional Operational Plan have allowed the company to achieve the planned goals in the period 2021?

The employees of the Bitel telephone company in the city of Bagua, say that the strategies set out in the Operational Plan of their organization have allowed them to achieve the goals set and that is because they manage to meet and solve problems of their customers in an optimal way. But the Claro company together with the Entel company, mention that the Covid-19 pandemic has harmed their companies because it has not helped them to obtain all the maximum results they expected since the economy was in decline.

It is significant that the company establishes strategies in the operational plan as this will allow the achievement of its long-term objectives. And in the case that it is not applied in the right way this can harm the company, in the case of not meeting its sales, objectives set at the end of the period. There are also common external causes, among them are political instability (strikes, stoppages), health problems (covid-19), economic problems (volatility in export and import prices), confrontations between countries (wars), among others.

Meanwhile to question No. 15: Do you think that the managerial strategies employed by the manager are focused towards the fulfillment of the vision, mission and objectives of the organization?

Respondents indicated that the manager is always aware that management strategies are carried out and that they are focused on the fulfillment of the vision, mission and objectives of the organization. In addition, he is concerned that the staff get more experience and specialize in the field of telephony; but the current health, political, social and economic problems have managed to harm the company in its approaches.

Then, managers must take into account that the strategies they use are essential for the company to be sustainable over time; therefore, training and supervision of staff is important because through it is achieved to achieve the objectives as well as ensure the success and quality of life of all its members that make up the organization. However, the weakness that they present is that they do not have a manager for each of the branches, leading to that they do not know the deficiencies that are occurring and even that there is no good communication.

In addition, the results obtained in the dimension: Results Leadership, the following was found:

Based on question N° 16: Do you think that the manager manages to optimize the economic resources allowing an improvement in the organizational management?

The collaborators of the companies claro, Bitel and Entel of the city of Bagua left evidence that the managers of these companies if they optimize the economic resources and this is reflected in the acquisition of products to the smaller prices of the market and this way it is possible to sell to smaller prices than the competition obtaining major profitability, major concurrence of clients and also this allows to be up to date in the credit, tributary and salary payments.

The optimization of resources is very important within an organization and it is recommended to senior managers to improve the optimization not only to acquire products at the lowest prices but also a correct use can reduce human errors, productivity will increase, also if the information is properly managed the responses to possible situations will be faster and you can even anticipate them.

Based on question N° 17: Does the manager constantly supervise that the execution of the activities planned by the company are carried out taking into account the norms and policies of the institution?

The collaborators of the mobile phone companies Claro, Entel and Bitel in the city of Bagua agree with their answers to show that the managers of the respective companies have security cameras to monitor, and also makes constant visits, also every day a report of the planned activities is made to see the progress and if something is not going as established a meeting is held to explain the reasons and reach a solution.

It is very important what employees can see and feel about the managers of these companies but a correct execution of the activities and that can be fulfilled as they are stipulated will improve the quality of whatever the product and service and therefore the company will see greater profitability, also achieve greater transparency in terms of employees and at the same time will have a greater ability to respond to an unforeseen.

Based on question N° 18: How involved do you think the top management of the company is in the organizational development processes?

The collaborators of the companies of mobile telephony Claro, Entel and Bitel of the city of Bagua coincide with their answers when evidencing that the high direction is involved since they always send cuts of how the weekly and monthly advance is and how much is missing to arrive to the established goal. In the same way it is considered that companies should bet on innovation to stay in constant evolution so that in this way they can be competitive in the market.

At present the process of organizational development is to advance or help the company to achieve the objectives, as well as help in improving the concentration of employees in the same way will improve the quality of service and in a way will expand the speed for decision making of the company.

Based on question N° 19: Do you believe that organizational capacity is a key factor for the achievement of objectives?

The collaborators of the companies of mobile telephony Claro, Entel and Bitel of the city of Bagua coincide with their answers when evidencing that the organizational capacity is a very important factor that is going to help to improve every day and in the same way it allows to know more about the productivity of the company as much to the collaborators as to the high directors, also it is going to facilitate the fulfillment of the objectives, of the mission and the vision; this way they are going to fulfill the drawn goals and to take the company afloat.

Given the answers of the interviewees it can be deduced that the companies do comply with the organizational capacity but it is also recommended to the managers to complement it to obtain better results, since thanks to this the whole organization will be informed of the objectives and strategies of the company and therefore they will be more committed.

For the last question No. 20: Do you consider that the manager's decision making has allowed the company to position itself in the province of Bagua?

They noted that the decision-making of the manager has allowed the fulfillment of the objectives set and that the company is positioned strategically in the province of Bagua, taking into account that there is a greater mobilization of people. For which employees are an essential part in the growth of the organization is stable and sustainable over time.

It is important that people who hold management positions ensure the good performance of their employees as this allows to achieve the goals that the organization has been raised, having to do so, exercise managerial leadership and above all give them the necessary confidence to each member that is active in the

company. Since the lack of leadership and management skills often leads to risk situations within an organization, such as poor performance, conflictive environments and low productivity leading to decreased sales and therefore loss of market.

Therefore, nowadays, companies are looking for their positioning in the business world, for this reason, the person in charge of the top management area must have the timely and sufficient information, knowledge and experience necessary, in addition to good analytical skills and judgment. Also, they should seek a good communication environment in the quality circle, as it gives the opportunity for workers to participate in the decision making of the company, so that success is guaranteed. Otherwise, the production efficiency will be low, the working environment will be bad and the company will suffer economic losses.

V.   DISCUSSION

According to the first dimension of personal leadership, it was found that in an organization it is important that the person in charge of leading it is very professional, demonstrates appropriate behavior and always maintains assertive communication with all members of the organization. Therefore, today the requirements to assume a position of high responsibility and meet the expectations of employees and customers is not only limited to practical and tacit experiences, but it is necessary to have skills and abilities to adapt to any situation. It is also important that managers, at the moment of making a decision, request the participation of their collaborators regardless of their position in the company, since there are times when the knowledge and experience of a greater number of people must be used to make better decisions. For this, workers must also be in constant training. It is also necessary to establish commitments, guidelines, and clear responsibilities, i.e. a management plan, otherwise there will be no clear focus on the vision of the company. Taking into account that the lack of leadership and management skills often leads to risk situations within an organization, such as low performance, conflictive environments and low productivity leading to decreased sales and therefore loss of market.

These results are supported by some similar studies, such as the research conducted by Appiah (2020) reaching as a result that organizations should consider democratic leadership, laissez-faire leadership and transformational leadership style, so that they can raise the morale of their employees to improve job performance. Therefore, he concludes that the leadership style is important, since it allows promoting the integrity, credibility and sustainability of an organization as well as taking into account that an adequate leadership promotes a good performance and work environment. Similarly, Giudici & Filimonau (2019) since the results obtained showed that the leadership ability of managers is related to their personal and interpersonal performance. Concluding that, at the personal level, low motivation and interaction decreases the performance of collaborators; meanwhile, at the interpersonal level the ineffectiveness of recognizing the efforts of team members prevents the full development in the activities of the company.

It is also supported by the scientific theory considered the four keys to effective leadership of Bennis and Nanus (1985) since it provides a broad knowledge for the success of managerial leadership within organizations and thus companies are effective and viable through action, in such a way it will show us how to convert leaders to managers and partners in agents of change.

For this reason, it is suggested to telephone companies in the city of Bagua that managers should have managerial skills and exercise personal leadership, allowing them to approach their employees, providing them with the necessary confidence and security in such a way that facilitates decision-making in the organization. It is also important to emphasize that they must provide their employees with constant training in decision making at key moments, being necessary to provide autonomy to each of its employees, without neglecting the prior control of any illegal act that causes economic damage to the organization. It is also recommended that area managers and managers provide instructions on how and when to solve the problems that arise with each of its customers.

With respect to the dimension of influential leadership, it was found that effective and friendly communication among the work team is very important in organizations because it helps them to transmit their ideas or doubts with confidence, in addition to feeling motivated so that they can perform the tasks assigned to them. Therefore, one of the biggest factors that favor the success and development of organizations depends on whether or not employees can work as a team, as this allows them to share their skills, abilities and opinions promoting a harmonious and positive work environment in the organization.

Likewise, it is of utmost importance for organizations that their employees feel motivated with new challenges so that they can improve their work productivity, thus contributing to the increase of sales. Also, it is necessary that managers make a proper placement of employees in different jobs in order to have adequate control in organizations without affecting the achievement of the proposed goals and objectives. Therefore, if there is no good organizational climate, this leads to non-compliance with the pre-established working conditions which will generate low productivity and even bad image and economic losses for the company.

The results are supported by some similar research, such as the study of Sumba et al. (2022) in which they concluded that for organizations to progress they need a leader who is able to make good decisions, but also has the ability to persuade and influence those around him. Similarly, Paredes et al. (2021) found that managerial skills (negotiation, decision making, leadership, communication and teamwork) are relevant to organizational climate. They also concluded that managers must learn to use and manage the various managerial skills based on a better work climate.

It is also supported by the classical management theory of Fayol and Taylor (1971) where they mention the 14 management principles to carry out the work management and proper leadership which all organizations must take into account to adapt and have an immediate response to any circumstance, time or place. Therefore, it is suggested to managers of telephone companies in the province of Bagua to encourage and promote teamwork among its employees in order to achieve together to solve the problems that originate in the company immediately and not leave only one employee to try to solve the problem raised. Likewise, the collaborators must be constantly trained regarding the work environment with the purpose that the collaborators can adapt to the multiple work contexts in addition to creating a harmonious atmosphere and friendly communication so that customers feel satisfied with the perceived attention.

Referring to the third dimension Strategic Leadership, it was shown that it is important for an organization to have a mission, so that in this way their employees have knowledge of the area that the company is dedicated and how it manages to differentiate itself from the competition. It is also essential to have a vision because it will make known to senior management and its employees what the company wants to project into the future. Since for an improvement in the organization, the manager should conduct monthly trainings, meetings and evaluations to their employees to see the progress and achievement of their goals and objectives set together with the success and quality of life of those who make up the company. Also, making use of strategic leadership will allow to compete efficiently in the market and deal with unexpected situations. Therefore, it is also significant that there are strategies embodied in the operational plan to achieve long-term objectives and for the company to be sustainable over time. In case of not applying the above mentioned, the profits expected by the organization will be harmed.

The results obtained are supported by Kaqui and Diaz (2020) who had the purpose of finding the existing relationship between managerial leadership and goal achievement obtaining as a result a correlation between both variables. Similarly, Campos and Ludeña (2019) in their study had the purpose of determining the impact between leadership and job performance. Which had as a result that 90% of the collaborators agree that leadership in organizations is essential for job development and decision making.

With respect to the theory these data are strengthened to the concept of the author Aubert (2011) where he states that strategic leadership is essential in an organization as it allows to determine the direction of the company, adapting to new challenges that arise in the environment, which is important for the development of the private organization.

For this reason, it is suggested to managers of telephone companies located in the city of Bagua, practice strategic leadership since it is relevant to the organization because it is useful to define the mission, vision and values. It also influences the behavior of employees in the face of new demands that the market presents. In the same way, the manager must take control and make his collaborators strive to achieve the objectives set by the organization.

With regard to the last dimension of results leadership, it was found that effective management by managers is important for the positioning of the companies. To this end, top management must know, be involved in and constantly supervise the execution of the company's activities and ensure that they are in line with the rules and policies of the institution. Likewise, managers must have the necessary knowledge and experience, as well as good communication skills, analysis and judgment in decision making, as this allows

for a good working environment. Otherwise, the production efficiency will be low, the work environment will be bad and the company will suffer economic losses.

These findings are supported by similar studies such as the research conducted by Barrera and Cabrera (2022) concluded that financial problems, indebtedness, inadequate management and additionally lack of effective planning are the cause of business closure during recent times. Similarly, Enderica et al. (2018) concluded that it is important for managers to consider 5 leadership practices such as challenging processes, inspiring a shared vision, empowering others, shaping the way and encouraging the heart in order to differentiate and create competitive advantage. Similarly, Gifford et al. (2018) concluded that top management behaviors influence organizational structure as well as environmental setting.

It is also based on the approach of Bennis and Nanus (1985) called the four keys of effective leadership because it provides a broad knowledge for the success of leadership within organizations and also the classical theory of management according to Fayol and Taylor, (1971) where they mention 14 administrative principles that organizations should implement, such as the division of labor among employees and departments. Then, a centralization and authority balanced with their responsibilities, otherwise the work would be done with low quality and inadequate deadlines. In the same way, discipline is vital within companies, so it must be carried out through orders, rewards or sanctions depending on the situation. Also to count on a unit of direction and command, where management plans are carried out and orders are given, with the purpose of achieving the projected objectives. Another principle is individual subordination to the common good, in which managers must ensure that all those who make up the institution are committed to the company. On the other hand, remuneration is important, so they must have a good policy because it allows better productivity and quality of their services. In the same way, the escalation chain must be clearly established, so that there is no usurpation of functions. Also, the principle of order must be applied taking into account the capabilities of each of the collaborators at the time of assuming a position or any responsibility, together with the above, the treatment should be friendly and equally, added staff stability, initiative and finally team spirit.

Therefore, it is suggested that managers should improve their leadership, communication and negotiation skills, maintaining empathy, equity and being fair. Also, have the ability to lead, delegate functions and influence their employees in the way of thinking and seeing things, as well as having the ability to adapt to change, know well the inner workings of your company and the global market to make management plans that help the direction of the company. In addition, enhance their emotional intelligence to recognize, confront and focus the way towards the fulfillment of the objectives leading to the success and sustainability of the organization.

VI.   CONCLUSIONS

Taking into account the results obtained regarding the personal leadership dimension, it is concluded that in an organization it is important that the person in charge of directing it, has skills and aptitudes that allow to adapt to any situation. It is also important that managers, at the moment of making a decision, request the participation of their collaborators regardless of their position in the company, since there are occasions in which the knowledge and experience of a greater number of people should be taken advantage of, in order to make better decisions. For this, workers must also be in constant training. It is also necessary to establish commitments, guidelines, and clear responsibilities, i.e. a management plan, otherwise there will be no clear focus on the vision of the company. Therefore it is recommended to telephone companies in the city of Bagua that managers must have managerial skills and exercise personal leadership, allowing them to approach their employees, providing them with the necessary confidence and security in such a way that facilitates decision-making in the organization. As well as providing their employees with constant training concerning decision making at key moments, it is necessary to provide autonomy to each of its employees, without neglecting the prior control of any illegal act that causes economic damage to the organization. It is also recommended that area managers and managers provide instructions on how and when to solve the problems that arise with each of its customers.

In relation to the influence leadership dimension, it is concluded that in organizations it is very important the effective and friendly communication between the work team because it helps to transmit their

ideas or doubts with confidence, besides feeling motivated so that they can perform the tasks assigned to them. Therefore, one of the biggest factors that favor the success and development of organizations depends on whether or not employees can work as a team, as this allows them to share their skills, abilities and opinions promoting a harmonious and positive work environment in the organization. Likewise, it is of utmost importance for organizations that their employees feel stimulated with new challenges so that they can improve their work productivity, thus contributing to the increase of sales. Also, it is necessary that managers make a proper placement of employees in different jobs in order to have adequate control in organizations without affecting the achievement of the proposed goals and objectives. Therefore, it is suggested to managers of telephone companies in the province of Bagua to encourage and promote teamwork among its employees in order to achieve together to solve the problems that originate in the company immediately and not leave only one employee to try to solve the problem raised. Likewise, the collaborators must be constantly trained regarding the work environment with the purpose that the collaborators can adapt to the multiple work contexts in addition to creating a harmonious atmosphere and friendly communication so that customers feel satisfied with the perceived attention.

Concerning the strategic leadership dimension, it was concluded that it is important for an organization to have a mission, so that its collaborators have knowledge of the area to which the company is dedicated and how it manages to differentiate itself from the competition. Also, it is essential because it will allow the top management and its collaborators to know what the company wants to project in the future. Also, for an improvement in the organization, the manager should conduct monthly trainings, meetings and evaluations to his collaborators to visualize the progress and fulfillment of the goals and objectives set together with the success and quality of life of those who make up the company. Therefore, making use of strategic leadership will allow to compete efficiently in the market and deal with unexpected situations. It is also significant that there are strategies embodied in the operational plan to achieve long-term objectives and for the company to be sustainable over time. In case of not applying the mentioned strategy, the profits expected by the organization will be harmed. For this reason, it is suggested to managers of telephone companies located in the city of Bagua, practice strategic leadership since it is beneficial to the organization because it is effective in defining the mission, vision and values. It also influences the behavior of employees in the face of new demands and market requirements. In the same way, the manager must take control and make his collaborators strive to achieve the objectives set by the organization.

With respect to the results leadership dimension, it is concluded that for the positioning of the companies it is necessary for the entity to have an effective management by the people who make the decisions. To this end, those in charge of top management must know, be involved in and constantly supervise the execution of the company's activities and ensure that they are in accordance with the institution's rules and policies. Likewise, managers must have the necessary knowledge and experience, as well as good communication skills, analysis and judgment in decision making, as this allows for a good working environment. Otherwise, the production efficiency will be low, the working environment will be bad and the company will suffer economic losses. For these reasons, it is proposed to managers to improve their leadership, communication and negotiation skills, maintaining empathy, equity and being fair. Also, have the ability to lead, delegate functions and influence their employees in the way of thinking and seeing things, as well as having the ability to adapt to change, know well the inner workings of your company and the global market to make management plans that help the direction of the company. In addition, enhance their emotional intelligence to recognize, confront and focus the way towards the fulfillment of the objectives leading to the success and sustainability of the organization.
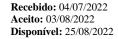
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