
Modeling the dimensions of leadership in literature from 2019 to 2021

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Abstract –Expectations, as anticipations of the present with respect to the aversion to the past and the propensity to the future, is the object of study of the present work and the objective was to specify a model for its study as a variable mediating the influence of the environment on behavior. A documentary study was carried out with a non-probabilistic selection of sources indexed to leading repositories in Latin America. A model was specified in which two hypothetical trajectories are proposed among the variables selected in the literature review. In that virtue, lines of investigation are noticed concerning the contrast of the mediating function of expectations.

Keywords –Expectations, mediation, specification, model, trajectory

Introduction

The Expectations Index in the Covid-19 era includes degrees of investor and consumer confidence. The composite index warns that expectations in inflation exceed ten times expectations in entrepreneurship (see Figure 1). In this scenario, the study of expectations involves dimensions related to trust between the parties involved, as well as entrepreneurship, and the innovation of processes and products. In the educational field, these expectations configure a structure for the formation of human capital, centered on the link between the academy, the profession and employment. In the Covid-19 era, mitigation and containment policies have focused their interest on the confinement and distancing of people, guiding the training in the virtual classroom (García, 2019). Therefore, the expectations in the Covid-19 Era, mainly in the educational field, consist of the confidence of investors and consumers in the educational system, mainly in the adjustment of technology to academic, professional and labor training.

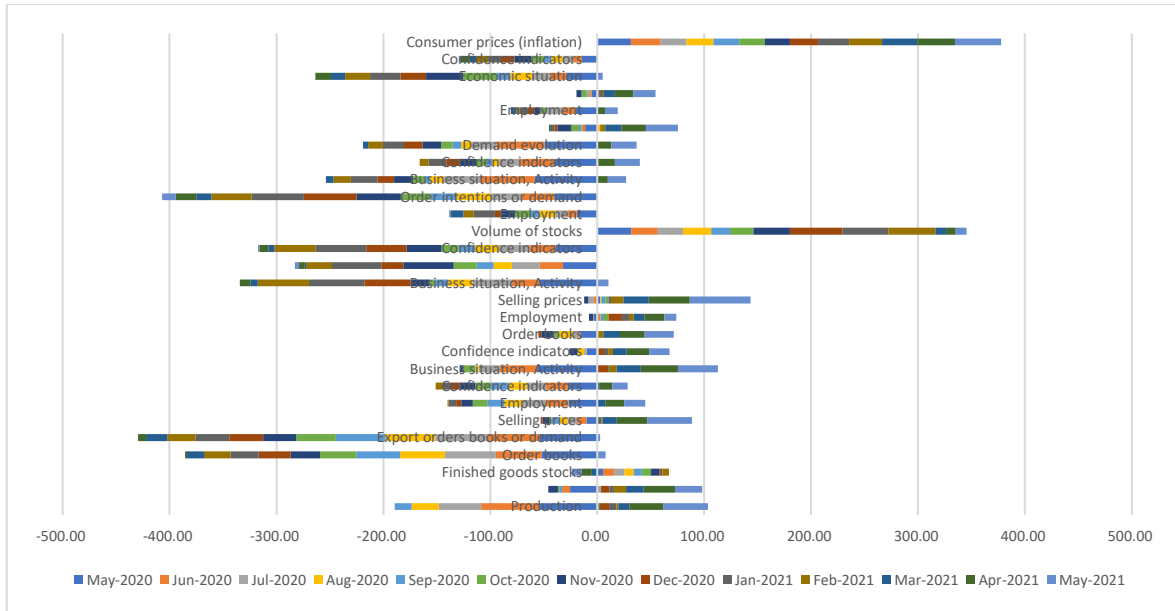


Figure 1. Business tendency and consumer opinion survey

Note: Elaborated with data OECD (2021)

The expectations in the educational system have not been estimated from the trust in the leaders, although the trust in technology, the economy and science that studies solutions to the pandemic has been weighed (Aguilar et al., 2019). Leadership is a central axis in trust towards a system that will solve a health crisis or epidemiological contingency, but from trust, leadership is detached from the problem. In other words, trust in the leadership that guides solutions to health crises is an unexplored issue, since trust lies in science or technology, but not in motivation, assertiveness or communication in the face of the risks posed by the pandemic.

Therefore, the objective of this work was to model the dimensions of trust towards leaderships in health crisis situations, considering the publications from 2019 to 2021 included in international repositories.

Are there significant differences between the structure of expectations in the Covid-19 era published in the literature from 2019 to 2021 compared to the observations made in the present work?

The premises that guide the present work suggest. Crises generate leadership, but leadership develops more in situations of risk calculated through communication and motivation (Sandoval et al., 2017). Assertive communication is more effective than one-way information because followers of leaders assume greater trust towards leaders who identify with their decisions and actions (Bermudez et al., 2021). Motivation intrinsic, being associated with common objectives, tasks and goals, generates greater confidence than extrinsic motivation focused on results regardless of the means (Carreon et al., 2021). Expectations in situations of crisis, risks and contingencies will be structured according to assertive communication and intrinsic motivation whenever leaders and followers assume common problems (Molina et al., 2021). The literature that publishes these findings in the period from 2019 to 2021 will report positive and significant relationships between the communicative and motivational variables, although it could distance itself from the evaluation of expert judges on the issues because their criteria allude to low-risk situations.

Theory of leadership

Psychological studies of representation, categorization, comparison, identity and social influence have exhibited expectations as indicators of these processes in different contexts and samples. In this sense, expectations are mediating instances of the effects of psychological and social processes with respect to future behavior (Sanchez et al., 2020). Thus, expectations imply anticipations of the information that will be represented, assimilated and adopted (Carreon et al., 2021). Predictions of the differences between the groups. Group belief adjustments with respect to other groups. Elections of groups to which one wishes to belong. Majority or minority persuasions or dissuasions.

That is, expectations are instances that measured the influence of the media on audiences, as well as the establishment of an agenda and central issues regarding preferences and needs. Psychological studies of expectations have shown that they encourage utility and anticipate personal satisfaction (Montecinos, 2006). Mainly, satisfaction dependent on failure or success (Cueto et al., 2009). In the case of success, this depends on a balance between costs and profits with respect to a complex, dynamic and diverse gender identity (Rocha, 2009).

When expectations are oriented, they predict the quality of processes and products (Silas, 2012), establishing differences between groups with respect to the choice of subjective well-being or propensity for the future (Goncalves et al., 2013). In that sense, expectations are determined by the motivation and learning of the processes as they are oriented towards specific goals (Sergeyevdna and Mosher, 2013). This is the case of professional goals that would be influenced by short- and medium-term expectations in situations of continuous evaluation (Calvalho and Rabelo, 2016).

As a theory is systematized in a continuous and oriented practice, it specifies and materializes expectations by linking them with defined objectives, tasks and goals (Landini and Bianqui, 2016). This is the case of economic expectations and job expectations when they are oriented by the support of a group such as a family of professionals, which will affect not only the career choice, but also determine the opportunities and abilities of their members (Sánchez and executioner, 2016). This is how expectations anticipate risk, uncertainty and conflict scenarios (Carreón et al., 2017), by focusing on the quality of processes with more benefits than costs (García et al., 2017), as well as election processes agreed and co-responsible (Limón et al., 2017), or, around entrepreneurship and process innovation, determining the resilience of the groups to expected contingencies (Sánchez et al., 2017). Therefore, expectations are mediating factors of the demands, risks and contingencies of the environment with respect to the resources, opportunities and capacities of the groups that will guide individual behavior based on motivation, influence and power.

Studies of leadership

A model is a representative scheme of the possible paths of dependency relationships between the variables used in the state of knowledge (Velazquez et al., 2020). Thus, the specification of a model consists of selection of behavioral variables that will decrease or increase their influence based on the degree of expectations (Vilchis et al., 2021). Establishment of logical paths of dependency relationships between the determining factors with respect to behavior (Bucio et al., 2018). Inclusion of expectations as mediators of dependency relationship between the factors determinants and behavior.

The model includes two trajectories that go from the environment to the behavior through expectations, or, without any mediation, from the environment to the behavior. In the first case, the state of knowledge has highlighted the importance of expectations as anticipations of future behavior (Zallas et al., 2020). This is the

case of those who are immersed in rational, deliberate, planned and systematic processes. However, this cognitive process is not always achieved by those who respond unexpectedly and irrationally to the environment and its indicators. It is a rather automatic, heuristic and unforeseen process. Indeed, if the environment is presented as a process of contingencies, risks, uncertainties, conflicts, asymmetries, demands and threats, then it will lead to an increase in expectations of control, success and well-being that will determine the behavior of elections, preferences, propensities, needs and aversions will approach the claim d and groups.

Precisely, processes such as representations, categorizations, comparisons, identities and influences in which expectations are immersed warn that groups are sensitive to the surrounding information (Hernandez et al., 2018). Make decisions based on the processing of such environmental information carry out actions if the available information fits their vision of the future or dislike of the past. In each of the basic social psychological processes of representation, categorization, comparison, identity and influence is latent emancipation or the claim of groups whose expectations are close to hopelessness, but in the construction of their expectations or learning to anticipate scenarios fatalistic for them or optimistic for their adversaries, generate processes of change (Fierro et al., 2018). The selection of variables, establishment of trajectories and specification of correlations to study the mediating function of the expectations indicated by their ability to anticipate fatalistic or optimistic scenarios, considering the costs and benefits, as well as failures and successes.

However, the study has only focused on the specification of a model where expectations are mediators (reduce or increase) the influence of the environment on behavior (Quintero et al., 2019). The contrast of the model is recommended to generate a specification of its indicators considering its mediating function. In addition, the review has focused on the literature of social psychology, with an emphasis on expectations that have been studied in the phenomena of representation, categorization, comparison, identity and influence, sidestepping other social psychological processes is basic as hopelessness or the Hyperopia, as well as solidarity economy processes such as cooperatives, or political science such as governance. The inclusion of these missing processes will allow enriching the model, adjusting its hypotheses to institutional and organizational phenomena.

Method

A non-experimental, documentary, exploratory and cross-sectional study was carried out with a non-probabilistic sample selection from indexed sources to leading repositories in Latin America such as Academia, Conacyt, Copernicus, Ebsco, Dialnet, Frontiers, Latindex, Publlindex, Redalyc, Scielo, Scopus, Zenodo, considering the publication period from 2019 to 2021, as well as the words key of "Leaderships", "Communication" and "Motivation" (see Table 1).

Table 1. Descriptive sample

	Leadership			Communication			Motiivation		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
Academia	1	3	3	4	2	3	3	3	2
Conacyt	2	2	2	3	3	2	2	2	1
Copernicus	1	4	1	2	2	1	1	1	3
Dialnet	3	3	3	1	1	4	4	1	2
Ebsco	2	2	3	3	3	3	3	2	4
Frontiers	1	1	2	2	2	2	2	3	2
Latindex	4	2	4	4	4	1	4	1	1
Redalyc	1	3	3	2	2	2	1	4	2

Scielo	1	2	1	1	1	2	1	2	3
Scopus	1	4	1	1	2	4	1	1	2
Zenodo	1	1	2	1	3	1	1	1	1

Note: Elaborated with data study

The Delphi Inventory was used, which includes questions to experts on the evaluation of summaries related to leadership, one-way communication and intrinsic motivation in three phases (Bustos et al., 2021). In the first, the abstracts were scored, considering the relationship between the topics. In the second phase, the initial grades were compared with the averages of the grades. In the third phase, the first statement was reconsidered or reiterated (see Table 2). Because the Delphi technique involves the participation of a reduced sample, it is compatible with the unweighted ordinary least squares technique for modeling the relationships between categories and summaries.

Table 2. Descriptive sample

A	Repository	Author	Year	References	Relations
a1	Academia	Sanchez et al.,	2020	21	Formative
a2	Conacyt	Velazquez et al.,	2020	24	Formative
a3	Copernicus	Zallas et al.,	2020	25	Reflective
a4	Dialnet	Bermudez et al.,	2021	26	Reflective
a5	Ebsco	Molina et al.,	2021	23	Reflective

Note: Elaborated with data study

Based on the criteria of the type of relationship between the variables of leadership, communication and motivation, five summaries were selected in order to model them, considering the parameters of normal distribution, linearity, homoscedasticity y variability (Carreon et al., 2019). The model was established with the adjustment and residual parameters.

Results

The values of the parameters of normal distribution and linearity suggest the modeling of the categories and the summaries, considering the three rounds; qualifying, feedback and reconsideration, as well as the homoscedasticity and variability statistics (see Table 3). That is, the Delphi inventory can be used in the evaluation of other summaries and yield results that allow the modeling of the categories and summaries provided they meet the previous requirements.

Table 3. Descriptive Inventory Delphi

A	M	SD	V	H	a1	a2	a3	a4	a5
R1									
a1	.745	.189	2.13	15.43	1.00				
a2	.691	.106	2.21	15.43	.342	1.00			
a3	.760	.161	2.43	10.23	.354	.536	1.00		
a4	.752	.175	2.89	11.43	.312	.435	.521	1.00	
a5	.690	.150	2.41	10,56	.456	.678	.546	.650	1.00

R2									
a1	.754	.153	2.43	19.21	1.00				
a2	.672	.140	2.06	10.17	.547	1.00			
a3	.651	.176	2.46	15.17	.532	.346	1.00		
a4	.705	.189	2.43	10.11	.671	.310	.546	1.00	
a5	.743	.140	2.41	11.87	.432	.423	.430	.321	1.00
R3									
a1	.609	.138	2.90	12.34	1.00				
a2	.642	.189	2.78	10.32	.541	1.00			
a3	.651	.156	2.43	13.24	.461	.436	1.00		
a4	.603	.150	2.09	15.46	.356	.423	.329	1.00	
a5	.672	.149	2.54	19.21	.325	.315	.438	.320	1.00

Note: Elaborated with data study. A = Abstract, a1 = Sanchez et al., (2020), a2 = Velazquez et al., (2020), a3 = Zallas et al., (2020), a4 = Bermudez et al., (2021), a5 = Molina et al., (2021), R = Round, R1 = Qualifying, R2 = Feedback, R3 = Reconsideration, M = Mean, SD = Standard Deviation, V = Variability, H = Homoscedasticity.

Once the requirements for the modeling were met, the structural equations were elaborated in order to appreciate the trajectory axes and relationships between the three categories with respect to the summaries during the three rounds of evaluation by the expert judges in the topics (see Figure 2). That is, the resulting structure shows that the three categories are related, being communication and motivation those that would be linked to each of the summaries. Such structure would be governed by leadership that is distinguished by including followers in its decisions, accountability and strategic criteria in the face of crises and risks.

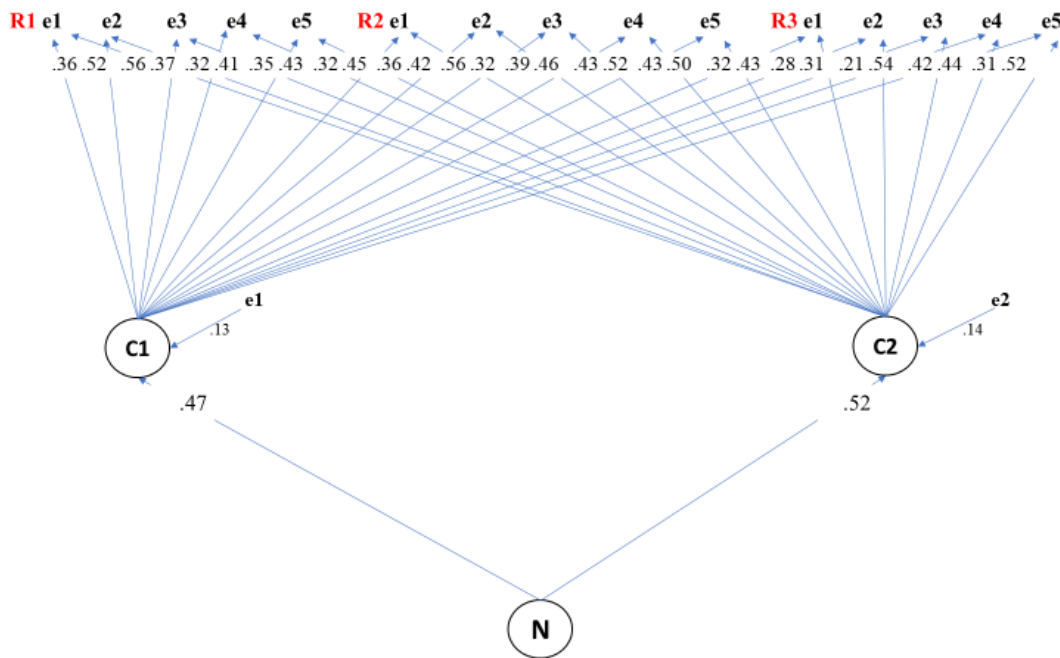


Figure 2. Structural equation modelling

Note: Elaborated with data study. A = Abstract, a1 = Sanchez et al., (2020), a2 = Velazquez et al., (2020), a3 = Zallas et al., (2020), a4 = Bermudez et al., (2021), a5 = Molina et al., (2021), R = Round, R1 = Qualifying, R2 = Feedback, R3 = Reconsideration. C = Category, C1 = Communication, C2 = Motivation, N = Leadership Node

The adjustment and residual parameters suggest the norm of the hypothesis regarding the significant differences between the theoretical structure with respect to the observations made in the present work. This is so because the literature published from 2019 to 2020 coincides with the qualifications of expert judges on the topics of leadership, assertive communication and intrinsic motivation.

Discussion

The contribution of this work to the state of the question lies in the modeling of two leading dimensions of leadership reported in the literature during 2019 to 2021. Such a proposal anticipates communication and motivation scenarios in the face of crises and risks. Lines of analysis related to the inclusion of other leadership traits such as commitment to common objectives, tasks and goals will predict responses to contingencies.

In relation to the theory of leadership, which highlights the framing of expectations between the parties involved in the face of objectives, tasks and goals, the present work suggests that the literature and the evaluation of judges corroborate the prevailing leadership dimensions that anticipate trust scenarios. This is so because leadership operates in risky or contingent situations as long as the optimization of resources and the innovation of processes are the result of empathy and commitment between the actors (Villegas et al., 2018). Future observations regarding the composition of additional factors to communication and motivation will explain the incidence of leadership in the reactivation of processes after a crisis.

Regarding leadership studies where trust relationships are highlighted as mediators of the effect of public policies on decisions and actions, the present study observed a preponderant structure of communication and motivation, two traits of trust between the parties involved, explain five findings related to leadership in the face of the pandemic. Lines of study concerning the modeling of the two dimensions as inhibitors or enhancers of strategies will allow to explain the effect of leadership on the followers in risk situations.

Regarding the modeling where leadership emerges as a preponderant factor in situations of scarcity of resources, unhealthy and scarcity, this work warns that the communicative and motivational dimensions explain the strategies for obtaining purposes, tasks and goals. Analysis related to decision-making based on assertive and motivational leadership will explain the differences between followers who act from the strategies of leaders.

Conclusion

Motivational and communicative leadership is a growing phenomenon in situations of health and economic crisis that the literature has reported as the pandemic prolongs, although evaluations by expert judges on these issues suggest the prevalence of these two factors, the parameters that measure the structure suggest the inclusion of other categories such as commitment, optimization and innovation, these traits being of a more transformational than traditional type of leadership.

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