THE VENEZUELAN MANAGEMENT LEADERSHIP AS A FUNDAMENTAL FACTOR OF COLLECTIVE WELFARE AND ORGANIZATIONAL DEVELOPMENT

José Luis Corona Lisboa
National University Experimental Francisco de Miranda, Venezuela.
Email: joseluiscoronalisboa@gmal.com

Abstract: *This paper aimed to analyze the Venezuelan leadership as a fundamental factor of collective well-being and organizational development. We used exhaustive documentary research and hermeneutics as a methodology for the analysis of scientific articles related to the object of study. It is concluded that Venezuelan business leadership must base its action on the active, collaborative and protagonist participation, with all the members of its human resource, to carry out the managerial strategies that contribute to the collective well-being and the corporate name of the company.*
Keywords: *leadership, collective well-being, organizational development, Venezuela*

INTRODUCTION

Management is considered by various authors as the art of organizing, planning, directing, supervising and executing activities or carrying out goals, in conjunction with the personnel working in an organization based on the objectives proposed therein to meet the needs of consumers and provide an efficient service to their customers (Ducker, 2009, Ibáñez and Castillo, 2010). The manager being the head of the strategic apex supports the backbone of the institution. But it takes more than a manager to carry out the internal processes (production, storage, distribution, among others) and to adequately handle macro-environment factors (inflation, supply / demand, technology, among others) (Organizational culture). It is necessary that the manager be a leader capable of providing feedback to the system and making coherent decisions in harmony with its personnel in charge of business development.

In this context, the present essay aims to analyze the aspects related to Venezuelan managerial leadership as a fundamental factor of the collective and organizational development. To this end, the influence of leadership in Venezuelan enterprise on human resources and entrepreneurship is investigated, according to the theoretical postulates of Castro, Miquilena and Peley (2009) and the need to address an emerging paradigm that helps maintain the competitiveness of national organizations in times of profound social and economic change.

Methodology

The methodology used was qualitative, with a phenomenological-hermeneutic design, since a series of documents and scientific articles on the subject were compiled for later analysis, taking into consideration the

following aspects: relevance, relation with the objectives of the study and information that allows the discussion of the findings found.

Development

Leadership according to Castro, Miquilena and Peley (2009) is a phenomenon of social interaction, where one or more groups are related where there is a person who directs the rest towards a goal shared or shared by the majority and together they achieve the Goals, without the need to establish an authoritarianism to influence others.

At the corporate level, leadership occupies a preponderant place, since it gives off the managerial style and the institutional philosophy. According to Lorocca (s/f), the leader must be an optimist (think positive) and does not give up easily to the problems of the environment to carry out actions in favor of the collective through teamwork. In addition, his communication and relationship with others is given assertively, conveying confidence to his followers and those who know him know their work and trajectory. However, the leader is made, that is, emerges within a society or group as a pragmatic person able to lead the proposals or solutions of a guild and / or corporation.

In the Venezuelan case, new trends in business leadership point to a collaborative, participatory and adaptive leader, since it allows taking into account the concerns and suggestions of human resources and based on this, create novel strategies to make cahnges in the macro-environment and micro-environment of the organization, where the manager represents a team and not an isolated individual. However, it is common to see autocratic and uncreative leadership in many companies studied. Castro Miquilena and Peley (2009), agree that a leadership is necessary that directly influences the motivation of their subordinates and in that way satisfies the individual needs of the same, without altering the course for which the organization is determined.

This represents a high point in the interaction of the leader with the rest of the collective. It is important to listen to the concerns of the team and to study various formulas to reward and encourage the work of employees and in this way to balance the particular needs with the mission and corporate vision. This is called "collective well-being" and contributes to a substantial improvement in interpersonal relations and to create bonds of effective respect in relation to the workers' vision towards their leader (Toro, 2001). In addition, it encourages a better quality of work and organizational culture, since the staff "is listened and they feel listened by its leader".

Álvarez (2000) explains that the perception of the human resource regarding the leader is key to the understanding of the behavior of the work team in the institutions. This author, based on the fact that human behavior is the source of transformations and changes within the company, since the opinion of the individual about the work environment is decisive in the creation of vices that hinder the development of strategic operations, will consider socialization of guidelines, and good management of human resources as the key to success in creating an environment of respect and social belonging.

In this sense, the various theories of human behavior by Abraham Maslow and Elton Mayo play a major role in explaining human reactions to their environment and how emotions can be manipulated and directed toward the organization's stated purpose (Corona and Mijares, 2017). In most of the groups, there are very heterogeneous behaviors and the leader must be able to direct those actions and avoid the entropy of organizational development, which according to Minsal and Pérez (2007), comprises a complex and dynamic system of values, ideas, beliefs, habits and traditions; an organizational philosophy, which marks the behavior of the individual in the business.

Staff efforts should be oriented toward the achievement of institutional objectives through timely decisions. Therefore, it is imperative to encourage a culture of knowledge that actively involves all institutional elements and only the paradigm shift will make possible the necessary changes at managerial level, i.e.

"culture of knowledge embedded in corporate development", which involves the heterogeneity of the members of the corporation to formulate strategies within a framework of sustainability over time, leaving behind the rigid traditional management schemes, to move to a dynamic and joint organizational construct (Minsal and Pérez, 2007) .

However, organizational development involves the management of organizational knowledge. Nonaka and Takeuchi (1995) define it as the ability of the human intellect working in a company to create and use knowledge in favor of business goals and objectives, allowing it to evolve over time, to adapt to social and technological changes, at a time when knowledge is one of the main sources of human liberation.

An investigation carried out by González (2010) in several Venezuelan companies, showed that it is very common that "manager" that does not communicate with his employees, product of a traditional management is linked to an autocratic leadership, therefore, it is very elusive feedback of the system. By analogy with the "Organizational Metaphor of the Ant Colony", organizations behave as a cluster where various functions are geared towards the achievement of goals, through strategic plans, assertive decision making and efficient organizational communication, where the actor (manager) represents the head, as well as the ant queen in the anthill, which agrees with the documentary analysis of the present study.

Likewise, according to Rojas and Arapé (2001) in his study on "Postmodernity in Venezuelan Enterprise" explain that due to the political and socioeconomic situation through which the country is going, the Venezuelan manager must have a holistic view of the micro-environment and macro-business environment, which allows him to make assertive, useful, complete and timely decisions, characterized by a participatory and collaborative leadership that allows him to take from the pool of opinions and skills of human talent, those attitudes that promote the transformation of weaknesses in strengths and boost the company's economy to new horizons, in search of the need to establish solid managerial bases with the application of different methodologies considering the transdisciplinarity of the environment, that is, towards a new spectrum that involves the interaction of social order with company for a scientific and holistic consideration, in a world dominated by the globalization of the economy and new information and communication technologies, typical of the technological post-industrial or information society of the 21st century, where companies generate new knowledge on a permanent basis, for feedback on production processes and competitiveness in the market.

It is here that participative and collaborative management leadership must be present, represented by a server that empowers people to develop their concerns and initiatives, fostering responsibility, the creative and innovative spirit of their work team, as well as the personal development, professional and self-esteem, like that craftsman who creates wonderful things with his wit and hands. This means laying the foundations of an organizational thinking from complexity, in direct connection with the postmodernity characteristic of organizational development, to new concepts, effective productive processes, customer satisfaction, improvement of working relationships, managerial flexibility, corporate values and dynamic creation of knowledge.

Conclusion

The foregoing allows us to conclude that the Venezuelan leadership needs a manager with a pluralistic vision of the organization to engage the different abilities of the team he leads, to search for intelligent and creative solutions through a cultural ethic and creation of useful, complete and timely knowledge that allows to maintain the enthalpy of the organization and the collective well-being.

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