

The Leader and Organizational Processes

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Abstract: This research report aims to reflect on the leader and organizational processes in today's companies. It seeks to consider communication to achieve results with an ethical basis in organizations, to study the dynamics of power, to reflect on values and organizational culture, to analyze the organizational climate and the influence of the leader. It was concluded that in today's companies it is essential to promote ethical communication based on values such as honesty, transparency, active listening, empathy, inclusion, diversity, bidirectional communication and social responsibility. In the same way, it is transcendental to manage the dynamics of power in organizations based on principles of power distribution, empowerment, transformational leadership, responsibility and accountability, power collaboration and teamwork; based on values and organizational culture with a positive organizational climate that allows achieving long-term success in an organization.

Key words: Leader, organizational processes, communication, ethics, power dynamics, culture, values and organizational climate.

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1. Introduction

The leader is the one who has the power to influence and transcend a group or team of people so that they achieve their objectives or goals, getting them to work in cooperation and enthusiasm with a clear purpose and a vision based on values where people internalize and make this organizational culture their own. Likewise, the p(Petrone, 2020)Organizational processes are interrelated activities or sequences of actions that are carried out in an organization to achieve a specific objective. These organizational processes are diverse, they are based on the stages or elements of the administrative process, ranging from the processes of planning, organization, integration, direction and control among others (Palafox-Soto, Ochoa-Jime'nez, & Jacobo-Herna'ndez , 2020)

Leadership and organizational processes in companies have undergone significant transformations. With the rise of technology, globalization, and evolving employee and consumer expectations, it has become essential for businesses to adapt to an ever-changing environment. In this context, the role of the leader is crucial for the success and sustainability of organizations. The leader has moved away

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from authoritarian and hierarchical approaches, and has adopted a more collaborative and empowered approach; leaders recognize the importance of cultivating a positive organizational climate, an inclusive culture, employee engagement, open communication, and constructive feedback, which promotes engagement, creativity, and innovation. (Clavo, 2020)(Araujo, 2019)

In this sense, leaders are more oriented towards the development and training of their employees and recognize that investing in the growth and well-being of their team is critical to fostering high performance and lasting job satisfaction, they act as mentors and coaches, providing guidance and support to help employees reach their full potential.(Santana, 2021)

In terms of organizational processes, today's companies have adopted more agile and flexible structures. Rigid hierarchies have been replaced by more horizontal structures and multidisciplinary teams. This allows for more agile decision-making, fluid communication and a greater ability to adapt to market changes. Technology has also played a critical role in organizational processes. Companies have adopted digital tools and collaborative platforms to improve efficiency, communication, and information management. Digital transformation has allowed organizations to automate repetitive tasks, streamline workflows, and access real-time data analytics, making it easier to make informed decisions. (Pa'ez, et al. 2021)

Leadership and organizational processes in companies have had to face significant challenges to quickly adapt to the demands of a dynamic and globalized business environment, so leaders must be collaborative, empowered, and oriented to the development of their employees. Organizational processes have evolved towards more flexible and agile structures, taking advantage of technology and digital transformation to improve efficiency and decision-making (Pa'ez, et al. 2021).

Together, these transformations seek to promote the sustainable success of today's organizations, therefore, to redesign the processes of today's organizations, it is necessary to answer the following questions: What should communication be like to achieve results with an ethical basis in today's companies?, What should the power dynamics be like in the organization? What are the values and organizational culture that should be implemented? What should be the organizational climate and the influence of the leader in the organizations of the 21st century?

2. Development

Leadership of organizational processes in today's companies requires ethics-based communication, principled power dynamics, a values-based organizational culture, and a positive organizational climate where the leader has great influence. Below, each of these topics and their importance to achieve success in today's organizations subjected to vertiginous and globalized changes are discussed.

2.1 Communication to achieve results with an ethical basis in today's companies

To achieve ethically based results in today's companies, communication must be clear, transparent, inclusive, and respectful, centered on values and principles as evidenced in **Figure 1** and argued in the text.

Figure 1

Communication to achieve results based on ethics

COMMUNICATION TO ACHIEVE VALUES-BASED OUTCOMES

1. Honesty and Transparency

2. Shared Values and Principles

3. Active Listening and Empathy

4. Inclusion and Diversity

5. Two-Way Communication

6. Social Responsibility

Source: Own elaboration

Honesty and transparency in communication is important to convey information clearly and accurately, avoiding exaggerations or misrepresentations, which can occur among members of the organization, likewise truth and openness are essential to build relationships of trust with employees, customers and other stakeholders. In the same way, communication must be aligned with the values and principles of the organization, so it implies communicating and actively promoting the ethical values of the company, such as integrity, respect, social responsibility and sustainability. Communication should reflect the company's commitment to these values in all its actions and decisions. Communication achieves results based on ethics, which involves actively listening to others and showing empathy towards their concerns, opinions and needs; It also includes fostering an environment in which all employees feel safe to express their ideas and concerns, and are given appropriate attention and consideration. (Medranda-Morales, Torres-Toukoumidis, Romero-Guama'n, & Caluguillin, 2020)(Castro-Mora , Valero-Quezada, Ramos-Guevara, & Saltos Garcí'a, 2024) (Mur, 2021)

Likewise, this communication must be inclusive, respect the diversity of perspectives and experiences, avoid any form of discrimination or exclusion in communication, ensuring that all voices are heard since diversity of opinions can enrich decision-making processes and promote a more ethical work environment. Communication should not be one-way, but should encourage dialogue and participation, effective communication channels must be created that allow employees to express their concerns, ask questions and provide feedback so it is also important that leaders and managers are open to receiving this feedback and acting on it constructively. This type of communication also includes a company's social responsibility, so the company's practices and policies regarding social and environmental impact must be clearly and accurately communicated. Communication must be consistent with the company's actions and demonstrate a real commitment to corporate social

responsibility. (OIT, 2021) (Bele'n, 2021)(Castro-Mora , Valero-Quezada, Ramos-Guevara, & Saltos García, 2024)

2.2 Power dynamics in organizations

Power dynamics in today's organizations should be based on principles of power distribution, empowerment, transformational leadership, responsibility and accountability, power collaboration, and teamwork, see (Blanco-García & Moros-Fernández, 2020)**Figure 2.**

Figure 2

Power Dynamics in Organizations



Source: Own elaboration

Power dynamics in organizations include avoiding the concentration of power in a single individual or a select group in order to distribute power through the delegation of authority and responsibility to different levels and departments, allowing employees to have autonomy to make decisions within their areas of competence. By sharing power, a more participatory work environment is fostered and individual skills and knowledge are leveraged. In the same way, it is necessary to promote the empowerment of employees, giving them the ability to influence decision-making and the direction of the company, providing them with the information and resources necessary to perform their functions effectively; thus fostering a culture in which their voice is valued and heard. When employees feel empowered, they are more motivated, engaged, and willing to take responsibility for their work. (Blanco-García & Moros-Fernández, 2020) (Amezcuá, 2019)

Power dynamics also involve fostering transformational leadership in organizations rather than taking an authoritarian approach, as this leadership style is based on inspiring and motivating employees, fostering creativity and innovation, and promoting a sense of shared purpose. Transformational leaders act as facilitators and mentors, seeking to develop the skills and potential

of others, rather than exerting rigid control over them. Similarly, healthy power dynamics are critical for there to be responsibility and accountability at all levels of the organization. Leaders must set clear expectations, provide constructive feedback, and recognize employee achievements. At the same time, employees must be held accountable for their actions and results, taking responsibility for their decisions and learning from their mistakes. This creates an environment of trust and transparency, where everyone feels responsible for common goals. (Moreno, 2020) (EAE Business School, 2023)(Moreno, 2020)

The power dynamics in today's organizations should encourage collaboration and teamwork rather than competing for power or exerting influence exclusively, in this sense organizations should foster structures and processes that promote collaboration between different departments and hierarchical levels. This makes it possible to take advantage of individual strengths and build more effective solutions through collective synergy. (Ayoví'-Caicedo, 2019)

2.3 Organizational values and culture

Values are the foundation of any organizational culture that define success in concrete terms for employees by establishing organizational norms, directing and founding guidelines for their daily commitment. They create a sense of identity of the staff with the organization so the organizational culture in today's companies must reflect a solid commitment to ethics, diversity, innovation, social responsibility, collaboration and teamwork, development and well-being of employees. See (Coronado-Espinoza, Baldeos-Ardian, Ramos y Yovera, Lioo-Jordan, & Neri-Ayala, 2023)(Mohr-Serrano, 2023)**Figure 3.**

Figure 3

Organizational Values and Culture



Regarding ethics, values and organizational culture, it is necessary to understand that it must be based on solid ethical principles to promote integrity, honesty and transparency in all the company's

activities. Ethics as a discipline allows us to study human behavior and the way in which this behavior influences other people or work teams, so ethical culture also aims to promote trust among employees and towards the organization, to generate greater cohesion and commitment to the achievement of the objectives and mission of organizations. On the other hand, to determine the values and organizational culture in companies, it is necessary to take into account that the world is increasingly diverse, so companies must adopt values to support respect for diversity and inclusion in all its forms, such as diversity of gender, ethnicity, age, sexual orientation and cultural background. The organizational culture must promote and apply values that promote inclusion and equal opportunities for all employees, creating an environment where these values are created, adopted and applied in organizations. (Rocha-Go´mez, Henao-Betts, & Cardona-Arbela´ez, 2021) (Rinco´n Rodrı´guez, 2021)(OIT, 2021)

Meanwhile, organizational culture must also foster and adopt values that promote innovation and adaptability to change, such as creativity, critical thinking, and a willingness to take calculated risks. Companies must encourage employees to question the status quo, propose new ideas and solutions, and be willing to learn from mistakes to easily adapt to change, because there is no magic formula for companies to adapt, each one must find the most suitable way to do it. At the same time, social and environmental responsibility within the global, regional and local context must be assumed by companies, who must be aware of the impact they generate on society and the environment, so it is crucial that organizational values and culture promote social responsibility. This involves adopting sustainable practices, contributing positively to the community, respecting human rights, and acting ethically in all interactions. A culture of social responsibility reinforces the company's reputation and its relationship with stakeholders, being a socially committed company that contributes to improving the living conditions of the areas where it works, promoting initiatives that enhance the growth of the community. (Rinco´n Rodrı´guez, 2021) (Gordillo-Cieza & Meneses-Llerena, 2021)(Gordillo-Cieza & Meneses-Llerena, 2021)

At the same time, the organizational culture must promote values such as collaboration and teamwork to encourage a collaborative mentality, where employees work together towards common goals, improves communication, productivity and creativity, since collaboration fosters an environment of support and camaraderie, where knowledge is shared and challenges are overcome together. In addition, the organizational culture must promote values to promote the development and well-being of employees. This involves providing opportunities for learning and growth, as well as a work environment that encourages work-life balance. When employees feel valued and supported, they are more engaged, motivated, and willing to contribute to the company's success. If priority is given to the human and behavioral talent of the organization, social responsibility, ethics, entrepreneurship, creativity and innovation will increase. (Gordillo-Cieza & Meneses-Llerena, 2021)(Mohr-Serrano, 2023)

2.4 The Organizational Climate and the Influence of the Leader

Organizational climate and leader influence play a crucial role in the success and well-being of today's organizations (Serrano & Portalanza, 2014), which must strive to promote a positive organizational climate, a leadership that inspires and motivates employees, but also that generates empathy and active listening from employees, resorting to very important administrative megatrends such as coaching and mentoring to develop skills in their people, without neglecting effective communication, conflict resolution and the promotion of diversity and inclusion. Figure 4. (Santana, 2021)

Figure 4

The Organizational Climate and the Influence of the Leader



Note. Prepared by the authors.

The positive organizational climate refers to the psychological and emotional environment where employees carry out their work, promoting job satisfaction, commitment, motivation and the general well-being of employees, this type of positive organizational climate encourages collaboration, trust, open communication, mutual respect and is directly related to job satisfaction. In correspondence with the above, inspirational leadership is also a key piece to develop a positive organizational climate, as it aims for current leaders to inspire and motivate employees through a clear vision that, when communicated effectively to employees, generates enthusiasm and commitment. An inspiring leader must have the ability to not only motivate but also foster creativity and innovation, and encourage employees to reach their full potential. . (Soto-Chávez, Ugalde-Vicuña, & Allauca-Amaguaya, 2020) (Romano, 2019)(Barriga, 2019)(Barriga, 2019)

To generate an excellent organizational climate and the influence of leaders in organizations, today's leaders must be empathetic and demonstrate active listening to their employees, they must be able to understand and appreciate the perspectives and needs of others, and demonstrate genuine interest in their well-being. Empathy and active listening on the part of leaders foster a culture of support and collaboration, and help build strong relationships based on trust and respect. For their part, leaders must develop skills in their people, taking advantage of management trends such as coaching and mentoring, where the leaders themselves play an active role in the development of skills and the growth of their employees as mentors and coaches, providing guidance, constructive feedback and learning opportunities. By investing in employee skill development, leaders foster individual empowerment and growth, which in turn contributes to the success of the organization (Iglesias-Armenteros, Torres-Esperón, & Mora-Pérez, 2020)(Petrone, 2020)

In this order of ideas, leaders must be skilled in managing effective communication that in turn allows them to resolve conflicts, so they must be clear, direct and transparent when communicating the vision, objectives and expectations of the organization. They must foster an environment where employees feel safe to express their ideas, ask questions, and provide feedback, with open and effective communication that allows them to avoid misunderstandings, improve collaboration, and generate a healthy organizational climate. According to the above, the promotion of diversity and inclusion is also a challenge for leaders, who must actively promote diversity and inclusion in the organization, fostering an environment where all voices are heard and valued, where differences are respected and celebrated to enrich decision-making, fostering innovation and creating an equitable and respectful work environment. (Petrone, 2020)(OIT, 2021)

3. Conclusions

Ethical communication in today's companies is based on honesty, transparency, active listening, empathy, inclusion and social responsibility, to foster a culture of ethical communication, likewise, organizations can build strong relationships with their employees, customers and other stakeholders, to promote long-term success based on ethical principles.

Power dynamics in today's organizations should be based on power distribution, employee empowerment, transformational leadership, responsibility and accountability, and collaboration. By promoting these dynamics, organizations can create a more equitable, participatory, and efficient work environment, where individual skills are leveraged and collective growth and success are promoted.

It is important to mention that the culture of an organization is not defined by a single edge, but comprises a dynamic set of values, ideas, habits and traditions, shared by the people who make up an organization and who regulate their actions within it, for this reason it is essential that a leader can positively influence the company's team. The values and organizational culture in today's companies must promote ethics, diversity, innovation, social responsibility, collaboration, and employee development. By aligning values and culture with these principles, companies can build a strong identity, attract and retain talent, and make a positive impact on society and the environment.

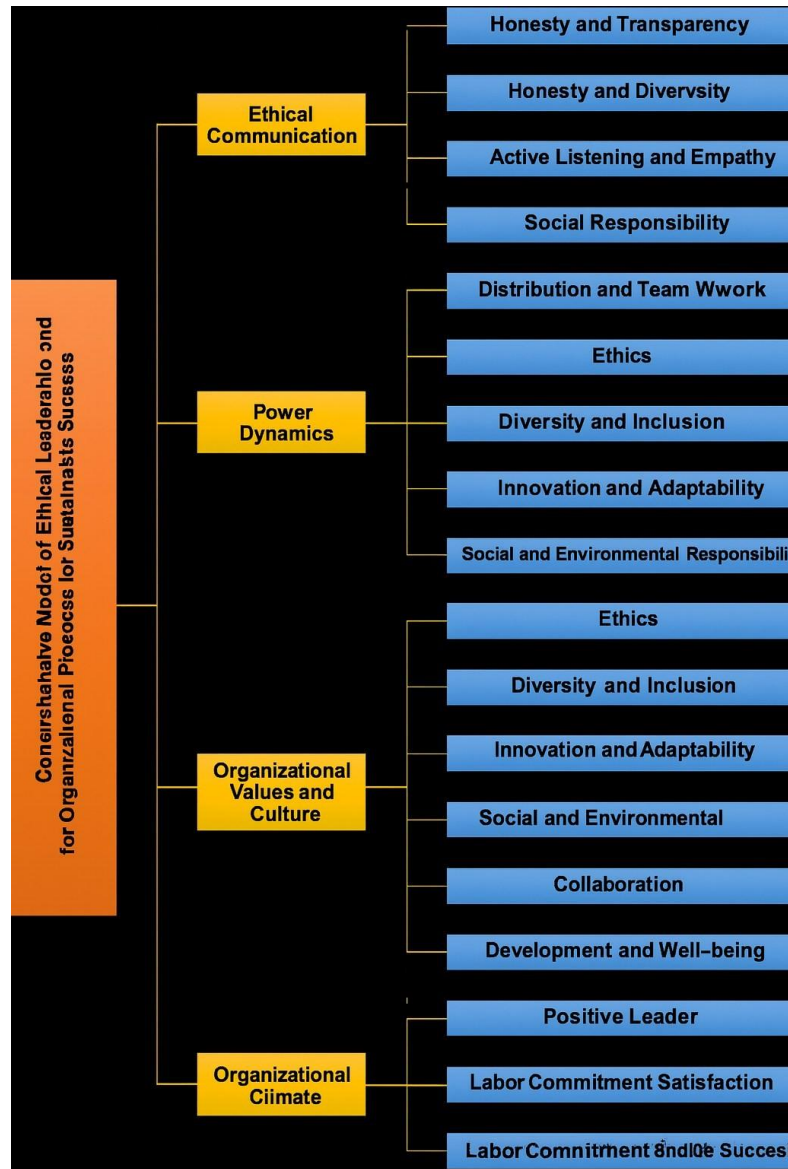
The positive organizational climate depends or emanates to a large extent from the leader and his or her influence on employees. This climate varies according to the type of leadership that the leader exercises, so if a positive organizational climate is to be achieved, the type of leadership that is exercised must also be positive, transformational and cooperative leadership; A leadership that allows us to design practices in favor of workers' job satisfaction based on inspiring leadership, empathy and active listening, coaching and mentoring to develop skills in work teams. In addition, effective communication that allows conflict resolution, without neglecting the diversity and inclusion of all people within the organization. Thus achieving the objectives and goals in this globalized world, subject to constant changes where the challenge is not only to change, but to change at the right time, to achieve effectiveness in all the processes that a company develops. (Arrieta, Cabarcas, & Rodríguez, 2019) (Pa'ez, Sanabria, Gauthier, Méndez, & Rivera, 2021)

According to the above reflection, a **"Comprehensive Model of Ethical Leadership and Organizational Processes for Sustainable Success"** is proposed that reflects the key components

that were described and analyzed in this reflection article, focused on the sustainable achievement of business objectives. See **Figure 5**

Figure 5

Comprehensive Model of Ethical Leadership and Organizational Processes for Sustainable Success.



Note. Prepared by the authors

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