

Evaluation of leadership in a small restaurant company in Acolman, State of Mexico**Evaluación de liderazgo en una pequeña empresa restaurantera en Acolman, Estado de México**

LUNA-HERNÁNDEZ, Floristela †* & GARCÍA-JIMÉNEZ, Omar

*Universidad Autónoma del Estado de México, UAP Acolman
Tecnológico de Estudios Superiores del Oriente del Estado de México*ID 1st Author: *Floristela, Luna-Hernández* / ORC ID: 0000-0001-7460-6775ID 1st Coauthor: *Omar, García-Jiménez*

DOI: 10.35429/JFE.2019.4.3.7.14

Received January 21, 2019; Accepted June 19, 2019

Abstract

Most authors give leadership a great importance as a socio-psychological factor within the system that constitutes business management. The present exposes a field research work in a service company located in Acolman, State of Mexico, with the purpose of analyzing leadership on the basis of competencies, privileging the affective and cognitive character of the personality of its leader. For its measurement, a questionnaire adapted from the Leader Behavior Description Questionnaire (LBDQ) prepared by Almudena (2010) was applied, which consists of 48 questions. Altogether, ten factors were evaluated that were named Interest, vision, ability to learn and make learn, competences, commitment, sincerity, ambition, self-knowledge, enthusiasm and leadership. The measurement was made through the statistical program SPSS (version 22) on the Likert scale, where satisfactory ratings were obtained in the evaluation.

MyPYMES, PyMES, Leadership, Competitiveness**Resumen**

La mayoría de los autores le confieren al liderazgo una gran importancia como factor sociopsicológico dentro del sistema que constituye la gestión empresarial. El presente expone un trabajo de investigación de campo en una empresa de servicios ubicada en Acolman, Estado de México, con la finalidad de analizar el liderazgo sobre la base de las competencias, privilegiando el carácter afectivo y cognitivo de la personalidad de su líder. Para su medición se aplicó un cuestionario adaptado del Leader Behavior Description Questionnaire (LBDQ) elaborado por Almudena, (2010), el cual consta de 48 preguntas. En conjunto se evaluaron diez factores que fueron denominados Interés, visión, capacidad de aprender y hacer aprender, competencias, compromiso, sinceridad, ambición, conocimiento de sí mismo, entusiasmo y liderazgo. La medición se realizó a través del programa estadístico SPSS (versión 22) en la escala de Likert, donde se obtuvieron índices satisfactorios en la evaluación.

MyPYMES, PyMES, Liderazgo, Competitividad

Citation: LUNA-HERNÁNDEZ, Floristela & GARCÍA-JIMÉNEZ, Omar. Evaluation of leadership in a small restaurant company in Acolman, State of Mexico. RINOE Journal-Financial Economy. 2019. 3-4: 7-14.

* Correspondence to Author (email: flunah@uaemex.mx)

† Researcher contributing first author.

Introduction

Leadership is of great importance within the business field since its proper practice can be a competitive advantage to stand out from the competition. Markets are increasingly demanding and it is necessary that people who are in charge of a business have “the ability to guide cooperation in the performance of tasks and in achieving the objectives” (Contreras, Barbosa, Juárez A, Uribe, & Mejía, 2006 P.24).

Leadership has been considerably studied as a component of administrative sciences, for Robbins (2004), it is “the ability to influence a group so that the goals set in an organization are achieved” (p.310). For D’Souza (1996), efficient leaders do not always use the same leadership style, but instead change it as appropriate. For Drucker and Kotter, leadership means responsibility, pointing directions, communication, knowing oneself, having the ability to innovate, achieve results, take risks and achieve goals, among others.

For the issue in question, leadership in a family business presents its own challenges, which sometimes add to those existing in any commercial society; For this reason, it may be more complex to develop such capacity, as they follow the tradition of leadership present in the family business. For Solomon (2019, p.36), the leader must possess at least, among others, the following knowledge and skills:

Assumption of responsibilities. Ability to develop an ideal and communicate it to others effectively, to spread energy and enthusiasm, to listen with empathy, to foster consensus and to make decisions.

Self knowledge. The most prosperous leaders have acquired a clear awareness of their strengths and weaknesses, develop the flexibility needed to guide and be guided, be severe and compassionate and combine their confidence with a healthy dose of humility. Influence other people through the example, ability to motivate and encourage others to meet an established goal or goal.

As is known, micro, small and medium enterprises (MSMEs) are generating employment and income, contributing significantly to the economy of a country; hence the importance of having a good leadership with a clear vision of implementing strategies for their growth and can consolidate in the shortest possible time in the market of their area of influence. The objective of this work is to analyze the leadership in a small business of the tertiary sector in the Municipality of Acolman in the State of Mexico, identifying the peculiarities of the boss's work behavior caused by his personal characteristics, that is, his form or style. It is a consequence of a given personality structure and a way of working that derives from it. Thus, the study basically focused on the followers (workers), since without them it makes no sense to talk about leadership. It should be noted that the main economic activity of the inhabitants of this municipality is in the services sector with 61.15% of the employed population, followed by the activities of the secondary sector with 32.59% and the primary sector with 1.65%. (IGECEM, 2015).

Method Description

The methodology used for this work was carried out with the field research through a questionnaire, which generally analyzes the level of leadership of the company. This survey was directed to the workers so that they could give their opinion about their direct person in charge (owner of the company) and the ways in which they act according to their perception and experience. The variables that were evaluated as a result are: Interest in the people they lead (10 items), Future vision (2 items), Ability to learn and make them learn (5 items), Competencies (10 items), Commitment (7 items), Sincerity (3 items), Ambition (3 items), Self-knowledge (2 items), Enthusiasm (3 items) and Leadership (3 items). The questionnaire was taken from an adaptation of the Leader Behavior Description Questionnaire (LBDQ) prepared by Almudena, F. (2010), and which follows the objective to be measured. It consists of 48 closed questions. This tool was used because it is considered a simple and clear method at the time of its application due to the speed and convenience of its registration and the greater standardization of the responses.

Participants

The measuring instrument was applied to 17 employees (100%) of a small family business in the restaurant sector, located in Acolman, Edo. from Mexico. The subjects were asked to mark the option that best corresponds to their experiences and perception of their leader's actions, on a scale of 1 to 5, where 1 meant "Always", 2: "Almost always, 3: "Normally", 4: "Sometimes" and 5: "Almost never".

Analysis of data

Once the data was collected, the indicators were evaluated. The measurement of the questions was done through the SPSS statistical program (version 22) on the Likert measurement scale, considering it the most appropriate for research and in a single stage.

Weighing

The areas both in unity and together are of the utmost importance. The evaluation ranges were determined by factor, as shown in table 1.1. Similarly, the values were given that allowed to identify how efficient the leader is in each of the factors evaluated on a scale of 1 to 4, where 1 meant "Totally Inefficient", 2: "Inefficient", 3: "Efficient "And 4:" Totally Efficient "To determine the general percentage of leadership, the percentages achieved as Efficient were added separately, and on the other the Inefficient.

Factor	Rank
1. Interest	Min 0, Max. 50
2. Vision	Min 0, Max. 10
3. Ability to learn and make learn	Min 0, Max. 25
4. Competencies	Min 0, Max. 50
5. Commitment	Min 0, Max. 35
6. Sincerity	Min 0, Max. 15
7. Ambition	Min 0, Max. 15
8. Self knowledge	Min 0, Max. 10
9. Enthusiasm	Min 0, Max. 15
10. Leadership	Min 0, Max. 15

Table 1 Evaluation ranges
Source: self made

Main results

From the beginning the items were distributed in each of the ten factors to be analyzed.

One drawback was to have an unequal number of items in each of the factors, relationships between the error terms of the items were also specified and the lowest values were not eliminated as these were determining factors in the evaluation. Factor 1: Interest, in the valuation the highest percentage was 64.7% where 11 of the respondents considered the interest and respect that their leader shows towards them Efficient. 17.6 (3 individuals) consider it very efficient and 17.6 (3 individuals) rate it as inefficient. It is an acceptable relationship.

	Frecuencia	Porcentaje	Porcentaje válido	Porcentaje acumulado
Valid	Ineficiente	3	17.6	17.6
	Eficiente	11	64.7	82.4
	Muy eficiente	3	17.6	100.0
	Total	17	100.0	100.0

Table 2 Interest

Source of Consultation: own elaboration - SPSS 22 (2019)

Factor 2: Future vision, 88.2% (15 people) agree on their perception that the leader has no long-term vision, when rated Totally Inefficient, 11.8 (2 people) rate him as Inefficient. A leader should be able to set the course, a long-term goal and not just set them in the short term.

	Frequency	Percentage	Valid percentage	Accumulated percentage
Valid	Totally inefficient	15	88.2	88.2
	Inefficient	2	11.8	100.0
	Total	17	100.0	100.0

Table 3 Vision of the future

Source of Consultation: Own elaboration - SPSS 22 (2019)

Factor 3: Ability to learn and make learn, for a leader and his followers it is necessary to be continuously in training, because the challenges they face constantly change. In this section, 8 of the respondents rated their leader as Efficient (47.1%) and 8 more qualified him as Inefficient (47.1%) and only 5.9 (1) considered him Totally Inefficient, which means that the training is more constant in strategic areas according to the activities that followers do.

	Frequency	Percentage	Valid percentage	Accumulated percentage
Valid	Totally inefficient	1	5.9	5.9
	Inefficient	8	47.1	52.9
	Efficient	8	47.1	100.0
	Total	17	100.0	100.0

Table 4 Ability to Learn and Make Learn

Source of Consultation: own elaboration - SPSS 22 (2019)

Factor 4: Competencies, in the assessment 76.5% (13 individuals) state that their leader is open to innovation and demands responsibility and work to qualify as Efficient. 11.8% (2 individuals) consider it to be Totally Inefficient and 2 people (11.8%) rate it as Inefficient. This section includes the professional part of the leader, his obligations as a key piece in the organization.

	Frequency	Percentage	Valid percentage	Accumulated percentage
Valid	Totally inefficient	2	11.8	11.8
	Inefficient	2	11.8	23.5
	Efficient	13	76.5	100.0
	Total	17	100.0	100.0

Table 5 Competition

Source of Consultation: own elaboration - SPSS 22 (2019)

Factor 5: Commitment, the results showed that 12 people (70.6%) describe it as Totally Efficient and 5 people (29.4%) as Efficient. In this section, the commitment with their followers was evaluated, which requires effort, perseverance, self-discipline, as well as knowing how to transmit the commitment to their workers towards their obligations.

	Frequency	Percentage	Valid percentage	Accumulated percentage
Valid	Totally inefficient	12	70.6	70.6
	Inefficient	5	29.4	100.0
	Total	17	100.0	100.0

Table 6 Commitment

Source of Consultation: Own elaboration - SPSS 22 (2019)

Factor 6: Sincerity, in the valuation, the highest percentage was 58.8% (10 individuals) as Totally Efficient and 41.2% (7 individuals) as Efficient. The leader must be honest with himself and with his followers, must be consistent with what he says and does.

	Frequency	Percentage	Valid percentage	Accumulated percentage
Valid	Totally inefficient	10	58.8	58.8
	Inefficient	7	41.2	100.0
	Total	17	100.0	100.0

Table 7 Sincerity

Source of Consultation: Own elaboration - SPSS 22 (2019)

Factor 7: Ambition, 70.6% (12 individuals) evaluated their leader as Totally Efficient and 29.4% (5 individuals) as Efficient. It follows that the leader assumes risks when an opportunity arises, and for this he must be ambitious in achieving the objectives he considers attractive.

	Frequency	Percentage	Valid percentage	Accumulated percentage
Valid	Totally inefficient	12	70.6	70.6
	Inefficient	5	29.4	100.0
	Total	17	100.0	100.0

Table 8 Ambition

Source of Consultation: own elaboration - SPSS 22 (2019)

Factor 8: Self-knowledge, 76.5% (13 individuals) consider their leader to recognize their needs, weaknesses and strengths when evaluating it as Efficient. 23.5% consider it Totally Efficient.

	Frequency	Percentage	Valid percentage	Accumulated percentage
Valid	Totally inefficient	4	23.5	23.5
	Inefficient	13	76.5	100.0
	Total	17	100.0	100.0

Table 9 Self knowledge

Source of Consultation: own elaboration - SPSS 22 (2019)

Factor 9: Enthusiasm, the highest score was 58.8% (10 people) when qualifying as Totally Efficient and 41.2% (7 people) as Efficient. It is an acceptable relationship to convey enthusiasm to do things, positivity, which favors the work environment.

	Frequency	Percentage	Valid percentage	Accumulated percentage
Valid	Totally inefficient	7	41.2	41.2
	Inefficient	10	58.8	100.0
	Total	17	100.0	100.0

Table 10 Enthusiasm

Source of Consultation: own elaboration - SPSS 22 (2019)

Factor 10: Leadership, 64.7 (11 people) consider that it positively influences the achievement of common goals, with a Totally Efficient, 35.3% rated it as Efficient. It follows that his team trusts him.

		Frequency	Percentage	Valid percentage	Accumulated percentage
Valid	Totally inefficient	11	64.7	64.7	64.7
	Inefficient	6	35.3	35.3	100.0
	Total	17	100.0	100.0	

Table 11 Leadership

Source of Consultation: own elaboration - SPSS 22 (2019)

Conclusions

In this investigation a scale of 48 items was developed that allowed the evaluation of leadership in the restaurant “El molino California”, located in Acolman, State of Mexico, in ten factors: Interest in the people who lead (10 items), Vision of Future (2 items), Ability to learn and make learn (5 items), Skills (10 items), Commitment (7 items), Sincerity (3 items), Ambition (3 items), Self-knowledge (2 items), Enthusiasm (3 items) and Leadership (3 items). The scale used shows the psychometric properties in terms of internal consistency of the factors, the values were: Totally Efficient 34.7%, Efficient 46%, Totally Inefficient 12.3% and 7% was Inefficient.

With this evaluation, evidence was obtained that there is good leadership with 80.7%. The perception of 19.3% qualified as Inefficient, was charged more in the vision of the future as the Leader did not have a development plan that allows his followers to know in depth and become more involved in the objectives to be achieved in the long term. Likewise, it is proposed that the leader (owner of the company) should prepare an organization manual and the annual operating program, which allows continuous and coordinated monitoring of the goals proposed in a professional manner and not only empirically.

Annexed I

Leadership analysis

This questionnaire aims to collect data to assess the level of leadership and other aspects in which there are opportunities for improvement in the organization. To carry it out, your collaboration is essential, so it is necessary that you answer the questions that are presented with sincerity, objectivity and precision. Your answers are confidential and when you do not ask for identification, totally anonymous.

Indications: your answers should refer exclusively to your direct manager and his actions.

Instructions: the questions must be answered using the scale presented below, proceeding with an “X” in the desired box:

1. Forever	2. Almost always	3. Normally	4. Sometimes	5. Almost never
------------	------------------	-------------	--------------	-----------------

I. Interest					
Does your Direct Manager pay attention to the needs you may have?	1	2	3	4	5
Does it show respect?	1	2	3	4	5
Does it encourage you to solve things for yourself with initiative, taking risks within reasonable terms?	1	2	3	4	5
Do you express recognition and appreciation for your effort and the results obtained?	1	2	3	4	5
Does your Direct Manager participate with you in conversations about informal (non-work) issues?	1	2	3	4	5
Does your Direct Manager work to increase your confidence and self-esteem, as well as develop and enhance your talent?	1	2	3	4	5
Does it show close when you seek your advice or guide?	1	2	3	4	5
Does it provide support and guidance in your work?	1	2	3	4	5
Would you rather avoid sharing information with you?	1	2	3	4	5
Although finally make the decision that you think is more timely. Do you hear his opinion?	1	2	3	4	5

II. Vision					
Do you think your Direct Responsible have a clear vision of the future? (Understand the vision you want to achieve, what you want to achieve, where you want to reach in the long term)	1	2	3	4	5
Does it communicate, inspire you and get you to get involved in the vision and objective of the company?	1	2	3	4	5

III. Capacity to learn and to learn					
Does your Direct Manager show interest in continuing to train by going to training courses or conferences?	1	2	3	4	5
Does it give importance to training and teaching you?	1	2	3	4	5
Does your Direct Manager teach and explain how things should be done to achieve the objectives?	1	2	3	4	5
Have you ever recognized any of its defects?	1	2	3	4	5
Do you think your Direct Responsible corrects your defects based on changing your habits?	1	2	3	4	5

IV. Competences					
Does your Direct Manager make decisions without much delay, even if you disagree?	1	2	3	4	5
Do you consider that you achieve the objectives that are proposed, that is, is it effective?	1	2	3	4	5
Does it solve possible conflicts generated around workers?	1	2	3	4	5
Are you open to innovation, new solutions, innovative and creative views?	1	2	3	4	5
Do you think that among the skills of your Direct Responsible is the power of persuasion and negotiation?	1	2	3	4	5
Do you think you perform the tasks efficiently? (Understanding how efficient to always follow the same procedure)	1	2	3	4	5
Do you consider him a good communicator? (Understand by communicator that person who informs while entertaining, convinces and inspires those who listen to him)	1	2	3	4	5
Does it make clear the tasks, what you have to do, when and what do you expect from you?	1	2	3	4	5
Does your Direct Manager avoid making changes in the way of doing things?	1	2	3	4	5
Do you teach, explain and prepare when implementing changes?	1	2	3	4	5

V. Commitment					
Do you think that your Direct Responsible strives for the tasks he performs?	1	2	3	4	5
Do you think that your direct Responsible set an example?	1	2	3	4	5
Do you think you try to avoid problems?	1	2	3	4	5
Does it convey the need and importance of achieving the objectives?	1	2	3	4	5
Do you work less hours than you?	1	2	3	4	5
Do you defend and pursue your own interests (those of your Direct Responsible) before those of the organization?	1	2	3	4	5
Does he keep the promises he makes to you?	1	2	3	4	5

VI. Sincerity					
Do you consider him sincere?	1	2	3	4	5
Do you consider him honest, that is, that he does his duty?	1	2	3	4	5
Does your Direct Manager enjoy credibility for you?	1	2	3	4	5

VII. Ambition					
Does your direct manager demonstrate ambition when talking about goals that are pursued?	1	2	3	4	5
Do you avoid taking risks when it comes to aspiring to ambitious goals?	1	2	3	4	5
Are you willing to sacrifice whatever is necessary to achieve the objectives set?	1	2	3	4	5

VIII. Knowledge of himself					
Do you think your Direct Manager knows your own limitations?	1	2	3	4	5
Do you consider that your Direct Manager knows what he wants?	1	2	3	4	5

IX. Enthusiasm					
Does it convey enthusiasm?	1	2	3	4	5
Do you consider that your Direct Responsible trusts that the objectives will be met?	1	2	3	4	5
Does it communicate to you a positive image of the company and its long-term possibilities?	1	2	3	4	5

X. Leadership					
Do you consider your direct manager a good leader?	1	2	3	4	5
Do you follow his instructions with the feeling of following a mandate, of obeying orders?	1	2	3	4	5
Do you try to do the work before the established and better when your direct manager is in charge?	1	2	3	4	5

Thank you for your time and participation.

Interview Date: _____

Annex II

The meaning of the terms from which the concept of leadership is measured is aimed at: (Almudena, F. 2010)

- Interest: Interest, concern of the leader for the people he leads, respect he feels towards them, degree of closeness and accessibility of the leader, degree of attention to the needs of the employee.
- Vision: Ability of the leader to indicate and transmit the vision of the company, in terms of objectives to be achieved, what you want to achieve, where you want to reach in the long term.
- Learn and make learn: The leader always needs to learn because the challenges he faces are constantly changing, and he has to involve his followers to teach them and make them learn as well. Degree to which it recognizes the defects themselves.
- Skills: Ability to make decisions, conflict management, persuasion, communication, organization, willingness to make changes to meet the objectives.
- Commitment: Degree of effort in the performance of tasks, self-discipline shown by the leader, commitment in the sense of dedication, obligation, fulfillment of promises regarding the followers.
- Sincerity: Degree of sincerity, honesty and credibility, before his followers.
- Ambition: Degree of ambition, risk and personal sacrifice that the leader is willing to assume before his followers.
- Self-knowledge: you have to know yourself thoroughly, "lead yourself", in order to lead others. Recognize one's limitations, the degree to which the leader knows what he wants.

- Enthusiasm: It is a full state, of delivery, of maximum interest in things. Degree of enthusiasm that transmits, Measure in which it trusts that the objectives are fulfilled, communicates a positive image of the company.
- Leadership: The extent to which you are considered a good leader, Degree of follow-up to the leader, Degree of complacency with the leader.

References

Almudena Félix. (2010) *Análisis y medición del Liderazgo en una empresa del sector automoción y Propuestas de desarrollo*. (tesis de pregrado). Universidad de Zaragoza, Zaragoza, España.

Brian, Tracy. (2015). *Liderazgo*. Nashville, Tennessee, Estados Unidos: Grupo Nelson, Inc.

Contreras, F. Barbosa, D. Juárez, A.F. Uribe, A.F., & Mejía, C. (2006). Estilos de liderazgo, clima organizacional y riesgos psicosociales en entidades del sector salud. Un estudio comparativo. *Acta colombiana de psicología*, 12(2), 13-26.

Coronado, J.A., Domínguez, K., Olivares, A., Retes, R., *Estilos de Liderazgo de dos agrónomos y su percepción de desempeño: Caso Universidad de Sonora, México*. *Revista Mexicana de Agronegocios* [en línea] 2014, 35 (Julio-Diciembre): [Fecha de consulta: 7 de junio de 2019] Disponible en: <<http://www.redalyc.org/articulo.oa?id=14131676010>> ISSN 1405-9282

Goleman, D. (1996). *Inteligencia emocional*. Barcelona, España: Editorial Kairós.

Guillioli, Tania. (2014). *Perfil de Liderazgo Empresarial*. Guatemala: PSICORE.

Hesselbein, F., Goldsmith, M., Beckhard, R. (2004). *El líder del Futuro*. Barcelona, España: Deusto.

INEGI. Esperanza de vida de los negocios en México. Censos Económicos (2012-2014). Acceso el 05 de marzo de 2019. <https://sinegi.page.link/q9Ro>
https://www.inegi.org.mx/temas/evnm/default.html#Informacion_general

Instituto de Información e Investigación Geográfica, Estadística y Catastral del Edo. de México (IGECEM), en los datos intercensales (2015).

http://igecem.edomex.gob.mx/acerca_igecem

Madrigal, Berta. (2017). *Habilidades directivas*. México, D.F.: Mc. Graw Hill.

Kotter, John, P. (2004). *Qué hacen los líderes*. España: Ediciones Gestión 2000.

Solomon, Stephen D. (2010). *Liderazgo en la empresa familiar*. Barcelona, España: Grupo Planeta