

## Business Leadership For The Cities Of Duitama, Sogamoso And Tunja, With A Gender Perspective For The Year 2021

Luis Alfonso Moreno Corredor<sup>1</sup>, Sandra Marcela Moreno Galvis<sup>2</sup>, Sandra Constanza Tiuzo Martínez<sup>3</sup>

### SUMMARY

*Administrative Sciences focus on several trends that seek to explain the behavior of human beings in the face of organizations of any kind. One of them refers to the leadership that people carry out in any public or private entity under a perspective of improvement that meets clear objectives that allow quantitative and qualitative achievements inside and outside companies.*

*The role play that people play in the entities makes them differentiate when talking about gender equality where international organizations have provided equity for both sexes in various aspects of humanity, salaries, and opportunities in the same organizations, in addition to the recognition of society.*

*Addressing this issue focuses more attention on the role that gender equality plays in organizations and how leadership seen from the perspective of development and achievements of companies will allow much more precise and adequate achievements with great benefit to their owners and society itself.*

**KEYWORDS** *Gender Equity in Leadership, Leadership, Transformational Leadership, Transactional Leadership, Human Talent.*

### 1. INTRODUCTION

In recent decades, topics of interest in organizations such as innovation, human talent, entrepreneurship and leadership, among others, have been addressed. In relation to human talent and its development in these times, the so-called leadership of human beings in the actions of companies becomes a focus of attention.

Leadership approaches make it possible to establish the role that people should play in organizations with their achievements, which provide added value to companies and also contribute to economic and social growth. Listening to leadership under the conception of gender equality or equity and how it empowers each of the organizations in a real world where men and women act, in each of the roles they participate, make this aspect important, because

---

<sup>1</sup>Doctor en Relaciones Internacionales; Magíster en Relaciones Internacionales Iberoamericanas. Economista. Docente de Tiempo Completo Universidad Pedagógica y Tecnológica de Colombia (Sogamoso). <https://orcid.org/0000-0001-8462-794>

<sup>2</sup>Magister en Dirección y Administración de Empresas; Especialista en Finanzas.

Contador Público Docente de Tiempo Universidad Pedagógica y Tecnológica de Colombia (Duitama). <https://orcid.org/0000-0003-1183-0125>

<sup>3</sup>Ingeniera Industrial Magister en Administración <https://orcid.org/0000-0001-8012-8693>

in the world this feeling is supported by society. of the government and other organizations of the earthly order.

Such scenarios make the unpredictable become a reality in equality in every field of performance of women and men in companies, government entities, and in society. Which is why it makes it motivating to explore the studies that are available in this regard and their different conclusions motivate that in the future it can be deepened in other levels and aspects with greater dynamism and importance.

Motivation that is expected to be realized in a not too distant time in a broader region such as leadership in the country's educational organizations and how organizations benefit from leadership with the representation of gender equality. This study will allow us to expand our knowledge and measure the situation that concerns us all, but it is important to indicate that for this we must have the necessary preparation and resources to carry it out.

## **2. THEORETICAL FOUNDATION**

During the last decades, different positions have been developed by each of the researchers in the face of the events resulting from the phenomenon of globalization in a new challenge on the role of leadership from the historical perspective and the different theoretical approaches.

From the ideas, different contributions on the subject of leadership have been built in documents embodied in books, articles and presentations, which have used various methodological paths to build knowledge and to be debated in the classrooms or to be applied to different companies of any kind in different orbits of the planet. It outlines the greater importance to business success because of leadership. The concept of leadership still evolves as the needs of organizations change. Among all the ideas and documents about leadership, three aspects stand out: people, influence, and goals. (Milling, 2012), for Rozo, organizational leadership stands out as a fundamental element (Rozo-Sánchez, Flórez-Garay, & Gutiérrez-Suárez, 2019)

"Leadership is based on a series of human skills, which facilitate the achievement of its collaborators through common objectives and that they are willing to give the best of each one in search of the profitable, ethical and socially responsible durability of the organization." (Mintzberg, 2004) The leader is an individual who possesses human abilities and must be identified by his moral and ethical quality. (Lor, Jiménez, & Terranova, 2020) in the models proposed by (Farelo & Gómez, 2021)

In a journey through history, they allow each approach to be approached with its important contributions by identifying, firstly, leadership as a process of several people to be successful, the second that of the reciprocity of actions that involve employees, another aspect the distribution of powers between leaders and the group (Monteith & Camfield, 2019) and finally in the ability to influence to exercise power (Maureira, Moforte, & González, 2014)

In the results obtained by Sanchez, he specifies in his research that the fundamental thing is that entrepreneurs, academics, researchers in the area of management, can explain the continuous international growth of leadership, facing the challenges imposed by business success within the global economy, for this he proposes several approaches. (Sánchez, 2023)

Leadership vs. management, a planner and organizer manager may lack the leadership skills to motivate other people. They are effective managers who unleash a certain spirit and devotion, but do not have the skills to achieve an exceptional performance. That is, they are more managers than leaders. There is a difference between managers who seek to maintain the organization and leaders who embrace and facilitate change and the new. (Sánchez, 2023). It is more present when you are trying to carry out an important modification in the company, it

is here where effective leadership emerges as a necessity to be able to operate the change (Watkins, Lysø, & deMarrais, 2011).

Under this premise, several nuances can be found that identify leadership, such as: 1) traits, identifies what type of people are indicated to occupy the position of leader, 2) transformational leadership, implies that the leader must offer the guarantees so that the followers are in constant development and innovation, for this leadership model to be developed it is imperative that the followers can in certain circumstances build their own decisions and to be creative and creative. innovative problem-solving, i.e. "intellectual stimulation"); the (Perilla-Toro & Gómez-Ortiz, 2017) and what is proposed in the long term in leadership (Hermosilla, Amutio, da Costa, & Páez, 2016), a leader brings to the group with his charisma and high knowledge in key aspects of the organization, as opposed to transactional leadership that measures the leader by his achievements and progress indicators. (Greenhalgh, 2019) and finally situational theories, where the leader is the one who faces different stages that occur in the organization, where innovation is stimulated through the generation of advantages in the performance of the organization, leadership and organizational innovation. (Santander-Salmon & Lara-Rivadeneira, 2023) from the perspective of human talent, (Río-Cortina, Acosta-Mesa, Santis-Puche, & Machado-Licona, 2022).

Because of their physical and neurological conditions (Crowston & Herman, 2003) helps us understand Why women often connect more deeply with other people and tend to avoid conflict. Their leadership style is usually more empathetic and collaborative (Smith & Smith, 2022). Likewise, the management of empathy and positive emotions helps to Raise levels of awareness and compassion in work teams. These feminine attributes reinforce the need to Have women on leadership teams at all levels of the organization. (Alvarado & Miller, 2017).

On the other hand, the male brain uses the analytical sections to a greater degree for decision-making. Likewise, the area in which anxiety occurs is four times smaller than in women, and therefore men have an innate ability to handle stress better.

Studies suggest that, by learning from each other and combining men's analytical skills, their ability to manage stress is better with women's communication and empathy skills, decision-making in mixed management teams is more effective and tends to generate better results.

In any case, collaborative leadership in groups based on gender diversity contributes significantly to corporate results in addition to personal development. Companies with three or more women on their boards for four years have been shown to show better results on average than companies without any women on their boards (Catalyst, cited by (Gadow, 2013). In any case, collaborative leadership in groups based on gender diversity contributes significantly to corporate results in addition to personal development. (Catalyst, 2000, cited by Lapierre, 2012).

Women obtain better results compared to leadership and according to the studies by Lapierre and Badosa, where they conclude "having women in leadership positions is not a question of quotas or justice; is an imperative for the competitiveness of companies in the 21st century." (LaPierre & Zimmerman, 2012) ( Badosa, 2013).

In general, women have less visibility than men, partly due to the fact that they focus more on the development of their work than on personal relationships within the professional field. Many of these women could be High Potential but, for different reasons, they are not visible to the organization itself. Creating spaces where they can take on a proactive and more visible role is key to achieving the success we seek. Companies like Airbus are already doing this. M<sup>a</sup> Ángeles Martí, vice-president of Airbus Military, at the "Senior Management" table of Womenalia Inspiration Day 2014, together (Catalyst, 2000, cited by Lapierre, 2012)).

The importance of having development programs that help women reach senior management is highlighted and she told her experience in one of the talent programs made up of 40 women from all over Europe, with an average age of 35, identified by its managers as talent. In this case, they were asked, "How many of you have asked for a promotion in your career?"

Of the 40, none raised their hands. These types of programs are a clear example of how to help an organization's talent become visible and promote proactivity. These programs include Coaching as a tool to bring to light all the latent potential that exists in women in organizations with a leadership approach.(Godoy & Mladinic, 2009; Heller, 2013).

Capellan, determines a series of aspects that emphasize that women with training (Coaching) enhance their profession and contribute to a greater extent to companies, among them: 1. Professional Coaching for women aims to bring to light the talent, wisdom and ability of the client to put them at the service of their challenges and objectives. It is a key tool to help identify and develop hidden talent in organizations; 2. It manages to uncover women's talents invisible to the organization, promoting proactivity and visibility. Develop the necessary skills to access the High Potential segment and be able to develop a career towards senior management; 3. Women create a safe space where authenticity and empowerment are promoted as a means to develop their professional career in the company; 4. Women enhance leadership and help to better visualize the opportunities offered to them; 5. Women work as a team for a common goal of the people who make it up and their real client is the "relationship" between their members, so it accentuates all the benefits and advantages of teams with mixed and diverse profiles (Chaplain, 2015).

Studies on transformational leadership and gender, carried out by Molano (2012), argue that women contribute to organizations with reliability and responsibility in greater proportion than men, due to their academic preparation, their motivation to change, Molina (2014):

In the same sense, (Carrasco, 2009), Campoverde, Rosero, and Gonzáles, among others, (2018), argue that when assimilating leadership between women and men who study Administrative Sciences, they find that both men and women differ in certain ways when it comes to implementing leadership styles, and the factors that influence are motivational, individual with contingent reward and the styles thrown are transformational and transactional (Córdova, 2018)

On the other hand (Giraldo 2003, Morejon, 2018 and Molina, 2014), in their studies they state that women's access to education has managed to expand the possibility of opportunities and that their academic preparation contributes to companies achieving positive results both internally and externally because they lead their actions with greater tenacity.

The International Labor Organization (ILO) establishes that there are more and more studies that demonstrate the positive relationship between gender equality and economic development, as well as the achievement of better results in companies when women's participation in higher-level management levels increases. In Bolivia, where the ILO promoted women's business participation, seeking to strengthen their actions in public and private organizations in the region in the Americas. (Moreno, 2016)

After almost a decade since the emergence of the economic crisis, low growth, and declining productivity, women's economic empowerment is presented as a unique avenue to improve economic and social prospects. In the labor and educational areas there has been great progress. Representation in the company has made progress, but it leaves much to be desired. In recent years, the inclusion of women in management positions in companies has increased from 12%

in 2010 to 20% in 2016. Between 2013 and 2016, more than 80% of the member countries of the Organization for Economic Cooperation and Development (OECD) recorded an increase in women's participation on boards. (OECD, 2017)

### 3. METHODOLOGY

This research is descriptive and exploratory, since, through a process of documentary review, it offers information on the topic to be researched such as books, magazines, newscasts and any media that allows the development of the planned objectives (Bernal, 2006), with the formulation of the problem, theoretical and conceptual references, managing to determine how business leadership for the cities of Tunja, Duitama and Sogamoso

Secondary sources supported by documents and quantitative sources were used with surveys of the leaders that related to the object of study, in this regard Méndez states that given the existence of these sources in which case the description and analysis of the phenomenon is based on the information provided by another interposed source that allows us to access it indirectly, through an agent, compiler or researcher who acts as an intermediary (origin of secondary documents) (Méndez, 2006), concludes in this sense that the secondary aspect supported by a quantitative instrument is fundamental for the exploratory study that allows the research object of study to be examined (Sampieri, 1998), where the researcher has previous knowledge and wants to specify it in order to open the field to other research (Baptista, 2006) and at the same time descriptive because through the objectives of the problem it is addressed with a bibliographic examination, obtaining contributions to the analysis of the phenomenon (Baptista, 2006; Sampieri, 2006).

Leadership is a matter of social impact in which the leader seeks to implant in employees the achievement of an end through a final objective, and thus jointly achieve the goals of the entire organization and its footprint depends on the development of society in each of the entities that human beings propose to carry out. This society sees marked differences in each of the fields that are executed when talking about gender equality much better potentiates leadership in organizations, as established by different studies on the participation of women in the organization.

The method used in the research is the analysis-synthesis, because each of the parts under study, of leadership in organizations, a theoretical review, allowed to link each main aspect of the present, based on studies on the subject to confront it with the results of the instrument used.

On the other hand, that the primary source allows us to corroborate the data of the secondary source, for this, it was estimated of a proportion of a population with respect to the economic units during the year 2021; information reported by the Chambers of Commerce of Tunja, Duitama and Sogamoso (Business, 2022). According to the Boyacá in figures bulletin, for the year 2021 Statistical figures are presented on issues of economy, fiscal management, health, construction, innovation and development, education, environment, risk management, business dynamics, labor dynamics, territorial investment expenditures and mobility and transportation. It should be noted that the information from Boyacá in Figures corresponds to that reported by official sources according to their updates with a cut-off to 2021.

Board 1 Economic units registered by economic activity. Chamber of Commerce of Tunja,

CIU	Unidades Matriculadas			
	Tunja	Duitama	Sogamoso	Total
A. Agricultura, ganadería, caza, silvicultura y pesca	119	170	46	335
B. Explotación de minas y canteras	50	24	77	151
C. Industrias manufactureras	411	125	170	706
D. Suministro de electricidad, gas, vapor y aire	3	48	15	66
E. Distribución de agua, saneamiento ambiental	93	98	77	268
F. Construcción	207	45	864	1.116
G. Comercio al por mayor y al por menor;vehículos	2.241	46	125	2.412
H. Transporte y almacenamiento	251	78	456	785
I. Alojamiento y servicios de comida	1.392	90	24	1.506
J. Información y comunicaciones	71	9	9	89
K. Actividades financieras y de seguros	33	8	8	49
L. Actividades inmobiliarias	42	77	78	197
M. Actividades profesionales científicas y técnicas	242	77	48	367
N. Actividades de servicios administrativos y de apoyo	157	864	1	1.022
P. Educación	40	456	9	505
Q. Actividades de salud humana y asistencia social	51	38	8	97
R. Actividades artísticas, de entretenimiento	127	9	38	174
S. Otras actividades de servicios	274	1	90	365
T. Actividades hogares en calidad de empleadores	2	-	-	2
<b>Total</b>	<b>5.806</b>	<b>2.263</b>	<b>2.143</b>	<b>10.212</b>

Source: Authors, based on <https://ruesfront.rues.org.co/reportes-estadisticos>.

#### Duitama and Sogamoso

Through the reports delivered by the chambers of commerce of Duitama, Tunja and Sogamoso, an analysis of the behavior of business dynamics is carried out, based on the number of units registered and canceled so far in 2021.

In a practical situation, we don't know (p). An approximate sample size can be found by replacing p with an estimated value. Such an estimate can often be obtained from similar previous surveys. However, if such prior information is not available, we can substitute  $p= 0.5$  into the following equation to obtain a conservative sample size (one that is likely to be larger than required)(Scheaffer, 1990).

$$n = \frac{Npq}{(N-1)D+pq}$$

$$q = 1 - p \text{ y } D = \frac{B^2}{4}$$

Taking into account the data provided by the Duitama Chamber of Commerce regarding the economic units registered in 2022 with a population size  $N = 2663$ , it is important to estimate the required sample size:

$$n = \frac{(2640)(0.5)(0.5)}{(2639)(0.000625) + (0.5)(0.5)} = 340.04$$

$$q = 1 - 0.5 = 0.5 \text{ y } D = \frac{(0.05)^2}{4} = 0.000625$$

That is, 340 economic units must be interviewed to estimate the proportion of economic units enrolled during the year 2021, with an estimation error limit of  $B= 0.05$ .

Similarly, taking into account the data provided by the Sogamoso Chamber of Commerce regarding the economic units registered in 2021 with a population size  $N=2143$ , it is important to estimate the required sample size:

$$n = \frac{(2143)(0.5)(0.5)}{(2142)(0.000625) + (0.5)(0.5)} = 337.21$$

$$q = 1 - 0.5 = 0.5 \text{ y } D = \frac{(0.05)^2}{4} = 0.000625$$

That is, 337 economic units must be interviewed to estimate the proportion of economic units enrolled during the year 2021, with an estimation error limit of  $B=0.05$ .

Finally, taking into account the data provided by the Tunja Chamber of Commerce regarding the economic units registered in 2021 with a population size  $N=5806$ , it is important to estimate the required sample size:

$$n = \frac{(5806)(0.5)(0.5)}{(5805)(0.000625) + (0.5)(0.5)} = 374.27$$

$$q = 1 - 0.5 = 0.5 \text{ y } D = \frac{(0.05)^2}{4} = 0.000625$$

That is, 375 economic units must be interviewed to estimate the proportion of economic units enrolled during the year 2021, with an estimation error limit of  $B=0.05$ .

As for the renovated production units, it was found that for 2021 Recorded a total of 83,465 renewals in the three chambers of commerce of the department, which corresponds to an increase of 13.2% compared to the previous year(Tunja Chamber of Commerce, 2022).

Table 2. Active economic units by economic activity. Chamber of Commerce of Tunja, Duitama and Sogamoso

CIU	Unidades Activas			
	Tunja	Duitama	Sogamoso	Total
A. Agricultura, ganadería, caza, silvicultura y pesca	3.089	10.320	171	13.580
B. Explotación de minas y canteras	19.151	1.609	47	20.807
C. Industrias manufactureras	455	60	32	547
D. Suministro de electricidad, gas, vapor y aire	21	226	173	420
E. Distribución de agua, saneamiento ambiental	42	79	7	128
F. Construcción	146	14	197	357
G. Comercio al por mayor y al por menor;vehículos	2.311	11	117	2.439
H. Transporte y almacenamiento	201	67	7.847	8.115
I. Alojamiento y servicios de comida	19.991	9.842	228	30.061
J. Información y comunicaciones	211	38	23	272
K. Actividades financieras y de seguros	51	16	1.306	1.373
L. Actividades inmobiliarias	30	21	12	63
M. Actividades profesionales científicas y técnicas	172	52	45	269
N. Actividades de servicios administrativos y de apoyo	170	852	10	1.032
P. Educación	11	830	26	867
Q. Actividades de salud humana y asistencia social	15	9	16	40
R. Actividades artísticas, de entretenimiento	1.116	185	19	1.320
S. Otras actividades de servicios	569	24	7.575	8.168
T. Actividades hogares en calidad de empleadores	8	4	7	19
<b>Total</b>	<b>47.760</b>	<b>24.259</b>	<b>17.858</b>	<b>89.877</b>

Source: Authors, based on <https://ruesfront.rues.org.co/reportes-estadisticos>.

8 Business Leadership For The Cities Of Duitama, Sogamoso And Tunja, With A Gender Perspective For The Year 2021

Table 3. TUNJA Business Leadership

Table 3. Business Leadership Tunja

Clasificación Industrial Internacional Uniforme (CIU)	AÑO 2021					
	TUNJA					
	TRANSACCIONAL		TRANSFORMACIONAL		HUMANO	
	HOMBRE	MUJER	HOMBRE	MUJER	HOMBRE	MUJER
A. Agricultura, ganadería, caza, silvicultura y pesca	68	32	91	9	81	19
B. Explotación de minas y canteras	91	9	98	2	79	21
C. Industrias manufactureras	59	41	83	17	62	38
D. Suministro de electricidad, gas, vapor y aire	71	29	89	11	85	15
E. Distribución de agua, saneamiento ambiental	74	26	87	13	69	31
F. Construcción	88	12	94	6	59	41
G. Comercio al por mayor y al por menor; vehículos	68	32	91	9	78	22
H. Transporte y almacenamiento	80	20	90	10	67	33
I. Alojamiento y servicios de comida	69	31	85	15	69	31
J. Información y comunicaciones	60	40	88	12	61	39
K. Actividades financieras y de seguros	56	44	73	27	71	29
L. Actividades inmobiliarias	58	42	93	7	65	35
M. Actividades profesionales científicas y técnicas	62	38	87	13	59	41
N. Actividades de servicios administrativos y de apoyo	81	19	78	22	73	27
P. Educación	67	33	66	34	63	37
Q. Actividades de salud humana y asistencia social	70	30	75	25	60	40
R. Actividades artísticas, de entretenimiento	88	12	91	9	88	12
S. Otras actividades de servicios	69	31	88	12	65	35

Source: Authors, based on <https://ruesfront.rues.org.co/reportes-estadisticos>.

Table 3 provides the results of the instrument used in each of the sectors of business activity according to the documented secondary source.



Table 3. Business Leadership Duitama. Continuation

Clasificación Industrial Internacional Uniforme (CIU)	AÑO 2021					
	DUITAMA					
	TRANSACCIONAL		TRANSFORMACIONAL		HUMANO	
	HOMBRE	MUJER	HOMBRE	MUJER	HOMBRE	MUJER
A. Agricultura, ganadería, caza, silvicultura y pesca	63	37	79	21	76	24
B. Explotación de minas y canteras	88	12	81	19	82	18
C. Industrias manufactureras	69	31	77	23	56	44
D. Suministro de electricidad, gas, vapor y aire	65	35	90	10	61	39
E. Distribución de agua, saneamiento ambiental	56	44	79	21	71	29
F. Construcción	67	33	90	10	69	31
G. Comercio al por mayor y al por menor; vehículos	69	31	88	12	77	23
H. Transporte y almacenamiento	83	17	83	17	67	33
I. Alojamiento y servicios de comida	61	39	66	34	64	36
J. Información y comunicaciones	65	35	87	13	66	34
K. Actividades financieras y de seguros	59	41	67	33	61	39
L. Actividades inmobiliarias	61	39	87	13	77	23
M. Actividades profesionales científicas y técnicas	60	40	78	22	60	40
N. Actividades de servicios administrativos y de apoyo	66	34	87	13	63	37
P. Educación	76	24	83	17	76	24
Q. Actividades de salud humana y asistencia social	65	35	60	40	76	24
R. Actividades artísticas, de entretenimiento	83	17	78	22	67	33
S. Otras actividades de servicios	67	33	89	11	61	39

Source: Authors, based on <https://ruesfront.rues.org.co/reportes-estadisticos>.

Table 3. Sogamoso Business Leadership. Continuation

Clasificación Industrial Internacional Uniforme (CIU)	AÑO 2021					
	SOGAMOSO					
	TRANSACCIONAL		TRANSFORMACIONAL		HUMANO	
	HOMBRE	MUJER	HOMBRE	MUJER	HOMBRE	MUJER
A. Agricultura, ganadería, caza, silvicultura y pesca	71	29	93	7	80	20
B. Explotación de minas y canteras	73	27	90	10	82	18
C. Industrias manufactureras	65	35	79	21	67	33
D. Suministro de electricidad, gas, vapor y aire	88	12	82	18	87	13
E. Distribución de agua, saneamiento ambiental	78	22	82	18	66	34
F. Construcción	81	19	89	11	75	25
G. Comercio al por mayor y al por menor; vehículos	67	33	74	26	58	42
H. Transporte y almacenamiento	89	11	85	15	78	22
I. Alojamiento y servicios de comida	89	11	90	10	61	39
J. Información y comunicaciones	80	20	88	12	63	37
K. Actividades financieras y de seguros	81	19	81	19	67	33
L. Actividades inmobiliarias	85	15	91	9	68	32
M. Actividades profesionales científicas y técnicas	88	12	78	22	61	39
N. Actividades de servicios administrativos y de apoyo	80	20	78	22	62	38
P. Educación	78	22	72	28	65	35
Q. Actividades de salud humana y asistencia social	79	21	82	18	65	35
R. Actividades artísticas, de entretenimiento	80	20	78	22	62	38
S. Otras actividades de servicios	80	20	78	22	65	35

Source: Authors, based on <https://ruesfront.rues.org.co/reportes-estadisticos>.

#### 4. ANALYSIS OF RESULTS

By 2021 in the cities studied, the average leadership of women reached 24.8%, in each of the sectors of business activity, in management positions, advisors at the management level, which influences transformation, commercial and human advancement decisions in companies. It is important to specify that this percentage does not respond to the levels of training and preparation that exist in gender because their level is higher than that of men and it was possible to verify that the cultural resistance on the part of managers, who are mostly men, by not giving them their decisions.

Another aspect, which could be established, is the salary level is differentiated between men and women occupying the same work in the sector they have been performing, with a distance on the part of men by 35%. and there are sectors where women's participation is minimal.

### **DUITAMA.**

In the city, transactional leadership represents 32% of women's participation and transformational leadership 19%. In the sectors where transactional leadership stands out the most is in other service activities with 44%, followed by artistic and entertainment activities with 41%, where it participates least in this leadership is in agriculture, livestock, hunting, forestry activities 12%, and industrial activities 17%, the latter despite the fact that the city has an industrial fabric.

In transformational leadership, where women stand out is in Human Health Activities with 40% and social assistance, in which they contribute the least is the activities dedicated to construction, and supply of electricity, gas, steam and air with 10%.

For human leadership, women represent 40% in professional, scientific and technical activities, and in the least is in the mining and quarrying sector.

### **SOGAMOSO**

In the city, human leadership represents 31% of women's participation and transactional leadership 19.67%. In the sectors where human leadership stands out the most, in wholesale and retail trade activities of vehicles, and in agriculture, livestock, among others with 39% services with 44%, where it participates least in this leadership is in artistic and entertainment activities.

In transformational leadership, where women stand out is in Human Health Activities with 40% and social assistance, in which the least is in construction, and supply of electricity, gas, steam and air with 10%. For transactional leadership, women represent 28% in education activities, and in those with the least is in the real estate sector with 9%

### **TUNJA**

In the city, human leadership represents 30.33% of women's participation and transactional leadership 28.94%. In the sectors where human leadership stands out the most is in other service activities with 44%, followed by artistic and entertainment activities, where it participates least in this leadership is in agriculture, livestock, hunting, forestry, and industrial activities.

In transactional leadership, where women stand out is in financial and insurance activities 44% and in the least is in artistic activities of quarrying 9%. In transformational leadership, where women stand out is in the Education activities with 34% and social assistance, in which the least is in construction, mining and quarrying with 2%.

## 5. CONCLUSIONS AND DISCUSSION

A review in recent years of the important theories of leadership made it possible to specify how important it is for organizations to look for the leader who implements changes within the entities they perform.

The achievements made by the leader must have an impact with an important contribution to the growth of a nation in economic and social transformation issues. This impact will depend on society itself when applying the rules on equity.

The process of reviewing the subject opens a path of awareness with a touch of expectation in the future to deepen it on its own, but with better conditions in terms of studies and academic growth so that it can be focused on other horizons in terms of leadership between women and men, in public organizations of an integrative nature or at the level of higher education in Colombia.

Leadership is a matter of social impact in which the leader seeks to implant in employees the achievement of an end through a final objective, and thus jointly achieve the goals of the entire organization and its footprint depends on the development of society in each of the entities that human beings propose to carry out. This society sees marked differences in each of the fields that are executed when talking about gender equality, due to the different studies they specify that there are great differences when it comes to seeing the results between men and women.

In relation to opportunities, women are increasingly designing a much more dynamic path in their leadership in organizations, as reflected in the studies proposed by the ILO and OECD, which conclude that gender equality increasingly enhances leadership in both public and private organizations.

This study makes it possible to see with different perspectives when talking and studying leadership between men and women, to delve into it, and to deepen how long it will be possible to talk about leadership in organizations as a topic of potential dynamism of gender equality for the benefit of society. These actions are clearly expressed and supported by neurological studies where she makes it clear how gender equality should be made the most of in organizations when men and women are hired and shows a marked difference that employers can choose between having male or female leaders, as she puts it (Malone, Crowston, & Herman, 2003)

The conclusions of the studies establish that leadership models between men and women depend on the objectives required by organizations. In the case of women, transformational leadership is the one that is most suitable for women due to their dedication and preparation, as they achieve better results within organizations; while when applying the transactional method, men feel more comfortable because they want to show concrete results (Torres, 2012). In relation to opportunities, women increasingly enhance leadership in organizations in management positions, their access is increasingly participatory.

From the primary source, it was established that for the cities under study for the year 2021, women only participate in 24% of the proposed leaderships, which differentiates women's leadership in each city; in the three cities, human leadership is common with 31% participation of women, and it exercises the leadership of men with 69%. The leadership of transformations within and with a global vision is very low on the part of women in the three cities, only reaching 16%, leaving men in the hands of transformations at 84%.

## 6. BIBLIOGRAPHIC REFERENCES.

- Aguirre Milling, H. and Villarreal Álvarez, M.: "Strategic leadership. Review of the most relevant theories about the management and proposal of strategic leadership: seeking excellence in the administration of the company", in Contributions to the Economy, February 2012, in <http://www.eumed.net/ce/2012/>.
- Alvarado, P., & Miller, J. (2017). Leadership and its impact on work motivation.
- Baptista Lucio, P., Fernández Collado, C., & Hernández Sampieri, R. (2006). Research Methodology. McGraw-Hill Interamericana Publishing House, Mexico City.
- Bernal Torres, C. A. (2006). Research Methodology for Management, Economics, Humanities, and Social Sciences: Pearson Education.
- Cáceres Reche, M. P., Trujillo Torres, J. M., Hinojo Lucena, F. J., Aznar Díaz, I., & García Carmona, M. (2012). Current trends in gender and management leadership at different educational levels. *Educate*, 48(1).
- CAMPOVERDE, R. A. C. R. B. V. H. G. J. E. O. M. (2018). Leadership Styles of University Men and Women Studying Administrative Sciences *Revista Espacios*, 39, num 13, 7
- Capellán, M. (2015). Gender diversity and talent as a competitive advantage in senior management. *Human Capital: Journal for the Integration and Development of Human Resources*, 28(294), 82-85.
- Carrasco Macías, M. J. (2009). Women's participation and power in educational organizations.
- Colmenares Imbernón, D. E., López Ramírez, A. M., & Soto Vélez, Y. A. (2016). Leadership trends in the management of work teams with the presence of generational diversity.
- Córdova Pintado, H. E. (2018). Leadership strategy based on the theory of Frederick Herzberg, Thomas and Velthouse and Litwin and Stringer to improve the work environment in the teachers of the educational institution n° 15135 of the village of Las Lomas, Pacaipampa, Ayabaca, year 2015.
- Crowston, K., & Herman, G. A. (2003). *Organizing Business Knowledge: The MIT Process Handbook*: MIT Press.
- de Comercio Tunja, C. (2022). Boyacá in figures 2022-2023. Retrieved from <https://cctunja.org.co/boyaca-en-cifras/>
- Empresarial, R. Ú. (2022). Mercantile Registry. Retrieved from <https://ruesfront.rues.org.co/reportes-estadisticos>.
- Gadow, F. (2013). *Development and coaching of women leaders*: Ediciones Granica.
- Godoy, L., & Mladinic, A. (2009). Gender stereotypes and roles in the labor and personal evaluation of men and women in management positions. *Psykhe (Santiago)*, 18(2), 51-64.
- Greenhalgh, D. G. (2019). Management of burns. *New England Journal of Medicine*, 380(24), 2349-2359.
- Guirado, I. C., Alonso, F. M., & Navas, M. (2003). Leadership in men and women: Differences on leadership styles and the relationship between styles.... *Psychological Action*, 2(2), 115-129.
- Farelo, R. M., & Gómez, F. (2021). Towards the construction of an Intergenerational Leadership model. *International Journal of Organizations (25-26)*, 127-150.
- Heller, L. (2013). Women at the corporate summit: the case of Argentina. *Journal of the Center for the Study of the Sociology of Work (CESOT)*(3).
- Hermosilla, D., Amutio, A., da Costa, S., & Páez, D. (2016). Transformational Leadership in Organizations: Mediating Variables and Long-Term Consequences. *Journal of Work and Organizational Psychology*, 32(3), 135-143.
- LaPierre, T. A., & Zimmerman, M. K. (2012). Career advancement and gender equity in healthcare management. *Gender in Management: An International Journal*, 27(2), 100-118.
- Loor, K. M., Jiménez, A. J. G., & Terranova, G. L. M. (2020). Leadership and its impact on a company's work motivation. *Revista Mapa*, 4(20).
- Macho, C. N., Salfacorp, A. A. d. P., Navia, V. H., & Maripán, C. L. *PEOPLE MANAGEMENT: ESSAY*.
- Malone, T. W., Crowston, K., & Herman, G. A. (2003). *Organizing business knowledge: the MIT process handbook*: MIT press.
- Manz, C., Bastien, D., & Hostager, T. (1991). Executive leadership during organizational change: a bicycle model. *People and Strategy*, 14(4), 275.

- Maureira, O., Moforte, C., & González, G. (2014). More distributed leadership and less managerial leadership: New perspectives to characterize processes of influence in schools. *Educational Profiles*, 36(146), 134-153.
- Méndez, M., Blanco, A., Jurado, P., Montagud, E., Piedras, F., & Vilchez, F. (2006). Performance evaluation in the context of leadership in the Ministry of Economy and Finance. DT. Institute of Fiscal Studies.
- Milling, A. (2012). H. and VILLARREAL Álvarez, M." Strategic leadership. Review of the most relevant theories about the management and proposal of strategic leadership: seeking excellence in the administration of the company" in *Contributions to the Economy Journal*. In.
- Mintzberg, H. (2004). *Managers, not MBAs: A hard look at the soft practice of managing and management development*: Berrett-Koehler Publishers.
- Molano, R. C. (2012). 1. Administration and organizations. *Cuadernos de Administración*, 28(47), 5-9.
- Molina, N. (2015). Women in the construction of equality and citizenship in Latin America. *Journal of Gender Studies*, La Ventana E-ISSN: 2448-7724(5), 23-54.
- Monteith, W., & Camfield, L. (2019). Business as family, family as business: Female entrepreneurship in Kampala, Uganda. *Geoforum*, 101, 111-121.
- Moreno, L. A. C. (2016). The current economic cycle and its relationship with rights in the Andean Community of Nations. Universidad Rey Juan carlos, Madrid. (Spain).
- OECD (2017). Participation of Women in the Business World. Gabirela Ramos. Seherpa Director. <https://www.huffingtonpost.com.mx/gabriela-ramos/impulsar-mas-mujeres-en-puestos-directivos-la-clave-para-cerrar-la-brecha-a-23204470/>
- ILO. (2016). The ILO and gender equality. Retrieved from <http://www.ilo.org/gender/Aboutus/ILOandgenderequality/lang--es/index.htm>
- Perilla-Toro, L. E., & Gómez-Ortiz, V. (2017). Relationship of transformational leadership style with employee health and well-being: the mediating role of trust in the leader. *Journal of Work and Organizational Psychology*, 33(2), 95-108.
- Quintero, c. e. f., & Armijos, v. h. c. (2016). Analysis of gender leadership and its impact on the financial performance of companies that registered issuances in the Guayaquil Stock Exchange in 2013.
- Río-Cortina, J. L. D., Acosta-Mesa, R. E., Santis-Puche, M. A., & Machado-Licon, J. (2022). The mediating effect of innovation between human talent management and organizational performance. *Information technology*, 33(2), 13-20.
- Rozo-Sánchez, A., Flórez-Garay, A., & Gutiérrez-Suárez, C. (2019). Organizational leadership as a key element for strategic management. *AiBi Journal of Research, Management, and Engineering*, 7(2), 62-67.
- Sampieri, R. H., Collado, C. F., Lucio, P. B., & Pérez, M. d. l. L. C. (2006). *Research methodology*: McGraw-Hill.
- Smith, A. D., & Smith, A. D. (2022). A review of *The Open Handbook of Linguistic Data Management*. 2021. Edited by Andrea L. Berez-Kroeker, Bradley McDonnell, Eve Koller, and Lauren B. Collister. Cambridge: MIT Press. ISBN 97802262045261 i–xiv. 671pp. *Glossa: a journal of general linguistics*, 7(1)
- Sánchez, E. M. R. (2023). Management positions in higher education: gender and leadership. *ISCEEM Journal. Reflections on Education*, 1(2), 29-42.
- Santander-Salmon, E. S., & Lara-Rivadeneira, L. J. (2023). Leadership in the organizational field within the human context. *Journal of Economic and Social Science Research*, 3(2), 15-29.
- Santa-Barbara, E. R. F., Andres. (2012). 40 Years of Situational Leadership Theory; A review. *Latin American Journal of Psychology*, 42, mun 1, 25-39.
- Scheaffer, R. L. (1990). *Elementary survey sampling* (Vol. 501). California: Duxbury Press.: *Elementary survey sampling* (Vol. 501).
- Torres, F. C., Ortiz, J. E. P., & Restrepo, X. M. (2012). *Women and Business Leadership* (Vol. 8).
- Turbay-Posada, M. J. (2013). Leadership and organizational innovation. *Psychology from the Caribbean*, 30(1), vii-ix.