

How to Cite:

Crespo, M. D. V., Betancourt, L. A. A., Joniaux, C. A. M., & Monier, Y. P. R. (2021). Evaluation of the impact of leadership competence in the administrative management of the banking system in Manta, Ecuador. *International Journal of Economic Perspectives*, 15(1), 162–177. Retrieved from <https://ijeponline.org/index.php/journal/article/view/38>

Evaluation of the Impact of Leadership Competence in the Administrative Management of the Banking System in Manta, Ecuador

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Abstract---The objective of this study is to evaluate the impact of leadership competence in the administrative management of private banking in the city of Manta, both in its managers as well as the management process itself from a customer, internal, financial, and learning process perspective. Direct observation in the field will be applied to the performance of 20 executives of the Manta bank, as well as the pre-experiment accompanied by the Chi-Square (Xstatistic²) for the evaluation of the main impacts achieved in each of the variables involved in the study. The results indicated that leadership competence significantly influences the improvement of the administrative management offered by the bank and therefore the quality of the services desired, real, and perceived by the clients.

Keywords---administrative, competence, leadership, management.

Introduction

In contemporary times it is appreciated how managers with high competencies exercise leadership during the administrative management of the processes, production, and services they direct, exert influence on their subordinates. For

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Submitted: 09 July 2021, Revised: 18 August 2021, Accepted: 27 September 2021

[Pautt Torres \(2011\)](#), this is a managerial competence, he considers that “from the very emergence and development of the human race, there have always been leaders in different societies, who have guided others so that things work and stay in order.”.

In this sense, [Aguirre León et al. \(2017\)](#), state that “a challenge of human resource management in small and medium-sized enterprises (SMEs) is to analyze leadership practices”. Following the idea of these authors, it is recognized that leadership arises when the manager acts with morality, authority, respect, when his employees follow him with a commitment since they see it as a paradigm to be imitated by them, when he is capable of transforming, introducing innovations to the service processes that he directs from his administrative management when his employees believe him, they transform himself since he develops administrative management with freedom, entrepreneurship, working as a team, and above all with humanism.

From the previous criterion, the author of this work argues that leaders are those who engage their subordinates, guide, supervise and educate not so that they are the best employees in the world, but so that they are better employees for the world. That is why it is necessary to exercise leadership skills during administrative management. Impact evaluation is recent compared to other types of evaluations but is widely discussed at the national and international levels. Initially treated in the environmental field as a process of analysis and prevention of environmental impacts, it was later extrapolated to almost all spheres of research, as in the case of the impact assessment of the competencies of managers during their administrative management ([Martini et al., 2018](#); [Putra & Rasmini, 2018](#)).

The impact evaluation carried out in this research focuses on assessing the transformations (changes) that may be objective or distorted (unfavorable) that occur in the leadership exercised by their managers through their performance, as well as the effects (changes, consequences) that these generate from the economic, environmental, technological, legal, organizational, environmental point of view oriented to the sustainable and social development of the service process that this offer and in its results expressed in the quality of the services that clients receive and in the improvement of the banking infrastructure: quality of working life, qualifications and continuous training of its employees, the introduction of new technologies, equipment, among other aspects.

The initial study carried out in 2019 with 40 employees of the Manta bank on the perception they have regarding the leadership competence of their executives (managers), which had as references: the internal study carried out by [Pedraja-Rejas & Rodríguez-Ponce \(2008\)](#), about the influence of leadership and the congruence of values on the effectiveness of private companies and public institutions in Ecuador, in which interviews with open questions were used, as well as the study carried out by [González Rosas et al. \(2015\)](#), to identify the correspondence between the leadership criteria and the managerial competencies on the key results of the EFQM (European Foundation for Quality Management), in which they used three measurement instruments (survey, interviews, and observation), designed by specialists in the field, allowed to verify that:

Of 40 employees of the bank in Manta, Ecuador, 8 considered that the leadership competence in the administrative management of the bank is good for 20.0%, 19 perceived it as regular for 47.5%, while 13 considered it deficient, null for 32.5%. Therefore, the appreciation of the employees regarding the leadership competence shown by the executives of the private banking of Manta during the administrative management is as unfavorable and unfavorable regularity, which negatively affects the administrative management of the bank and therefore consequently on the quality of working life of its employees and the services offered to customers therein.

The data allows us to establish how the leadership competence of Manta's private banking executives is affected by the perception of employees regarding the performance of their executives. In this sense, the main difficulties are appreciated, according to the study carried out by [Pedraja-Rejas & Rodríguez-Ponce \(2008\)](#); [González Rosas et al. \(2015\)](#), as well as [Piloso & Betancourt \(2020\)](#), in the following aspects: they do not always manage to manage and lead changes in management styles, they are not very audacious and conform to the application of current regulations, they do not always manage to commit their employees to the objectives and goals of the bank and are not very entrepreneurial when it comes to generating administrative management alternatives that allow raising the positioning of the services offered by Manta's private banking at a local and national level.

Some authors have worked on the analysis of ATMs in the Punjab National Bank, where they consider the perception and level of customer satisfaction in various aspects related to this service ([Thakur, 2020](#)). According to the exposed elements and considering the work carried out by [Pedraja-Rejas & Rodríguez-Ponce \(2008\)](#); [González Rosas et al. \(2015\)](#); [Martin \(2018\)](#), as well as by [Piloso & Betancourt \(2020\)](#), through the present investigative work the objective is proposed to evaluate the impact that leadership competence generates in the administrative management of private banking in the city of Manta at three essential levels: in its directors (managers), in the quality of working life of its employees and the services, they offer to clients from a technological, economic, environmental and social dimension.

Materials and Methods

The quantitative method was used, supported by the experimental approach of the research, specifically, the pre-experimental type according to [Pita Fernández & Pértegas Díaz \(2002\)](#), as well as [Hernández et al. \(2014\)](#), since it allows to analyze quantifiable data on the study variables: leadership competence (independent variable, cause, action) and administrative management of the Manta bank (dependent variable, effect). Thus, this quantitative and experimental approach according to [Hernández et al. \(2014\)](#), starts from the idea of the problem and approach, visualizing the scope of leadership competence and its impact on the administrative management of the banking system. city of Manta.

It was also used the analysis, synthesis, review of documents, a system approach that allowed the elaboration of the theoretical referential framework of the research, as well as the determination of the profile of the leadership competence

that is provided for the management of companies. The population for this research is made up of 20 executives (Managers and Heads of Agency) in the Manta bank, which, being small considering the number of financial institutions that exist in the town, makes the intentional sampling and the sample be the same population volume.

Results and Discussion

Managing according to [Recalde Rodríguez et al. \(2017\)](#), "is the institution's ability to define, plan, organize, direct, control and achieve objectives by coordinating resources efficiently, effectively and effectively." The administrative management of the bank of the city of Manta seeks to control the coordination, planning, organization, evaluation of the development of the set of operations and interrelated actions carried out by its employees, aimed at the development of financial activity for customer service with humanism and total quality due to the added value of the product that is created or improved due to the service offered.

In contemporary times, according to [Rodríguez Quiñónez \(2013\)](#), the author considers that the challenge of the new development bank includes addressing the diversity of service activities carried out, generating actions to attract its employees, the use of research and technological innovation for the improvement and total quality of its services, which guarantees a better relationship with commercial banking. The total quality of services (TQ) as expressed by [Evans & Lindsay \(2008\)](#), "is an administrative system focused on people who try to achieve a continuous increase in customer satisfaction at an ever lower real cost." includes the analysis and control of all the actions and operations carried out by Manta banking, including employees, customers, learning and adaptation to continuous change are the keys to the success of the operation of the banking. Interesting in this sense is the analysis of the relationships between expected quality, real quality, and perceived quality proposed by [Evans & Lindsay \(2008\)](#), interpreted as follows:

The needs, motives, and interests of the service (product) that the client expects to receive The bank customer is the expression of the expected quality, while the real quality is the result of the service received by the customer, who will evaluate the perceptions of quality (perceived quality) by comparing their motivations, expectations, and interests (expected quality) with what they received in the service offered (real quality), in this sense, [Evans & Lindsay \(2008\)](#), believe that "if the expected quality is higher than the real one, the customer may feel dissatisfied. However, if the actual quality exceeds expectations, the customer will be satisfied and even surprisingly delighted. "

The relationships between these three categories: real, desired, and perceived quality explained by [Evans & Lindsay \(2008\)](#), must be taken into consideration during the administrative management of the bank in the city of Manta. To achieve the total quality of the services offered by the bank, it is necessary to ensure that its managers exercise leadership competence in their administrative management. Leadership uses dissimilar tools so that: "its influence is exercised in the best way, exploring its competences, innate in different officials capable of

solving problems, emerging in its strategies with humanizing roots, such as the social responsibility of the administration. " (Cardeno et al., 2018).

From the theoretical reflections made on leadership by De Mooij (2015); Cardeno et al. (2018), as well as Piloso & Betancourt (2020), It is considered an evaluative criterion that the leadership that must be exercised in the services offered by the Manta banking, constitutes the system of influences that the administrative exerts on its employees through which it manages to organize, protect, guide, raise awareness with humanism, resolve problems and establish norms through the generation of ideas through teamwork, creativity, and entrepreneurship, reflection on the quality of services and the creation of opportunities, which will allow you to get employees to collaborate voluntarily, with commitment, sense of belonging and enthusiasm in achieving the goals and objectives established by said entity

Studies carried out on leadership and leadership competence by Hofstede (2001, 2011); Pedraja-Rejas & Rodriguez-Ponce (2008); Pautt Torres (2011); Minkov et al. (2013), Llamas (2005); Cardona & Garcia-Lombardia (2007); Gonzalez et al. (2015); Aguirre Leon et al. (2017); Martin (2018), as well as by Piloso & Betancourt (2020), as well as Thakur (2020), agree that leadership is a competence that must characterize the performance of a subject (manager or employee), in which it expresses the integration of knowledge (knowing, being, being, living and doing) required to lead business management processes or educational process management, however, in the literature consulted, the absence of the profile of this competence for managers of banking entities, specifically, of banks in the city of Manta, Ecuador.

That is why it is interpreted that the leadership competence during the administrative management of the bank in the city of Manta, constitutes a quality that the manager possesses in which he integrates knowledge, skills, standards of conduct, attitudes, aptitudes, and values that he will allow exercising a system of influences of a scientific, technological and educational nature on its employees to achieve the objectives and strategic goals of the banking entity, which will allow its monitoring and collaboration, as well as making changes in the ways and Conventional ways through which the process of services that it offers to its clients takes place.

The following figure provides the profile of this competence:

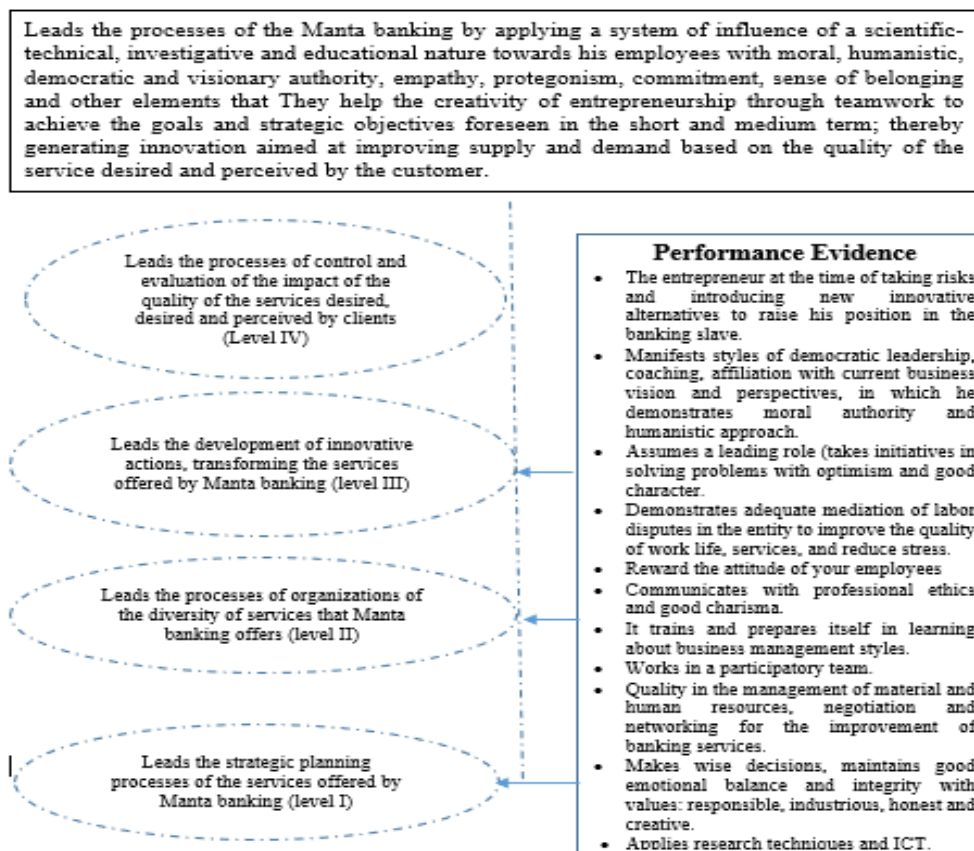


Figure 1. Profile of the leadership competence to be exercised by bank managers during their administrative management
Source: authors

The results obtained in the behavior of the variables that intervene in the study, the leadership competence provided in figure 1 was taken as an independent variable and the administrative management of the bank as a dependent. In June 2019, direct observation was made of the performance of the Manta banking executives to verify how they exercise leadership during administrative management, using the performance evidence established in the competition model as indicators of contributed leadership. These were distributed in different evaluative scales, based on the observation instrument validated in the research carried out by [Piloso & Betancourt \(2020\)](#), which establish the favorable scales: when it shows between 75% and 100% of evidence of performance associated with This competition, unfavorable when it shows between 50 to 74% of evidence and unfavorable when it does not reach 50.0% of the evidence, in line with this criterion, the rating scales are established in this variable.

It is suggested that favorable leadership competence is when the manager demonstrates in his performances more than 75.0% of the evidence of the performance of this competence declared in figure 1, unfavorable leadership competence: when the manager demonstrates in his performances to the less

between 50 to 74.0%, unfavorable leadership competence: when the manager shows less than 50.0% of the performance evidence in his performance (Ukko et al., 2007; Hesselbarth & Schaltegger, 2014). The following table shows the result of the observation made to the status of the leadership competence demonstrated by bank executives in the city of Manta in June 2019.

Table 1

The initial status of the demonstrated leadership competence by managers rating

Scales	Quantity	%
Less favorable (FP)	12	60.0
Unfavorable (D)	8	40.0

Source: Survey carried out to the administrative

The data in the table express the existence of inadequacies in the exercise of leadership in the administrative management of the bank in the city of Manta by managers, appreciating limited use of participatory management styles, decision-making for the improvement and innovation of services, they do not always assume a leading role and they are not paradigms to be imitated by their employees, they show deficiencies to mediate in labor disputes, they are not very entrepreneurial and they do not always overcome themselves and they use research through their pro pia creativity for the improvement of its administrative management and therefore of the services offered by the bank, an aspect that affects the quality of the real and perceived services by customers.

During July and August 2019, workshops and on-the-job training were held for these managers for the exercise of leadership, training them in the knowledge, understanding, and application, from their styles, of the leadership competence model provided in this research, to increase the exercise of leadership during the administrative management of the bank (Barbosa et al., 2015; Lukyanova et al., 2015). Subsequently, from September 2019 to January 2020, the behavior of the leading competence in the performance of managers during the administrative management of the bank in the city of Manta was studied through direct observation.

Figure 2 shows the behavior of the competition according to evaluative scales in three cuts made: September 2019, November 2019, and January 2020:

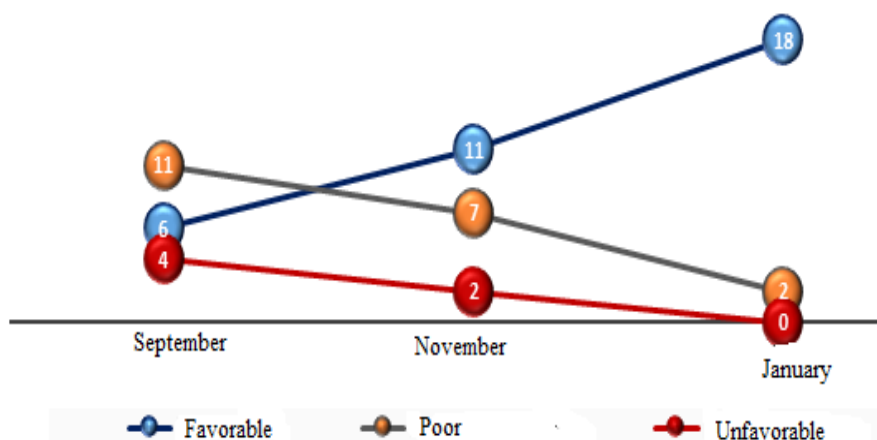


Figure 2. The behavior of the leading competence in the administrative management of Manta banking

In the graph, It can be seen how in the time the exercise of leadership demonstrated by the managers during the administrative management of the bank in the city of La Manta was improving, observe the behavior of the curves: The unfavorable scale was decreasing, in September 2019 there were 4 managers for 20.0%, in November 2019 there were 2 managers for 10.0% and in January of this year no manager was in this category. The unfavorable scale was also decreasing, note that in September 2019 there were 11 managers in this category for 55.0%, in November 2019 it fell to 7 for 35.0%, while in In January 2020, only 2 executives were in this category for 10.0%.

On the other hand, the favorable scale had an ascending behavior, note in the graph how in September 2019 only 6 executives were in that category for 30.0%, in November 2019 it rose to 11 for 55, 0% and already in January 2020 18 executives exercised leadership during the administrative management of the bank for 90.0% of the sample. To verify whether the differences in the data obtained are significant or not in terms of the independent variable referred to leadership competence, the Chi-Square statistic (χ^2 was applied²) using the study and criteria of [Villavicencio \(2017\)](#), from what is stipulated by inferential statistics: 95% of significance was worked, degree of significance $\alpha = 0.05$, the following working hypotheses were drawn: Nullity hypothesis (H_0): Bank managers in the city of Manta demonstrate the same leadership during their administrative management before (X_1) and after (X_2) of implementing the proposed leadership competency model ($X_1 = X_2$).

Alternative hypothesis (H_1): Bank managers in the city of Manta demonstrated significantly superior leadership during their administrative management after implementing the leadership competence model (X_2) concerning their initial state (X_1) ($X_2 > X_1$). The following statistical conditions are assumed for the acceptance or rejection of the research hypothesis ([Villavicencio, 2017](#)): If $p(X^2) > \alpha$; accept H_0 and reject H_1 or $Sip(X^2) \leq \alpha$; is accepted to H_1 and H_0 is rejected. Table data state is competition leading before and after the model applied in the sample management banking blanket.

Table 2
Comparison of the behavior of the leadership competence before (June 2019) and after applying the proposed model (January 2020) rating

scales	June 2019		January 2020		Total
	Quantity	%	Quantity	%	
Favorable	0	0.0	18	90.0	18 (45.0%)
Less favorable	12	60.0	2	10.0	14 (35.0%)
unfavorable	8	40.0	0	0.0	8 (20.0%)
Total	20	100.0	20	100.0	40

$n = 20$ $p (X^2) = 0.003 < 0.05 (\alpha)$. It is accepted to H_1 and rejected H_0 . Significant differences

According to the data shown in the table and applying the statistician, Chi-square (X^2) shows that the differences obtained are significant at 95.0% confidence since the probabilistic value obtained is below the degree of confidence assumed: $p (X^2) = 0.0038 < 0.05 (\alpha)$, an aspect that allows inferring the existence of improvements in the leadership exercised by the executives of the sample during administrative management of the bank in the city of Manta. The main impacts achieved on bank managers in the city of Manta in the exercise of leadership during administrative management were the following:

- Increase in entrepreneurship: the most entrepreneurial managers were appreciated in making decisions that transformed the processes of services to improve their quality, as well as the positioning of the bank at a local, national and foreign level.
- Incorporation of more participatory, democratic, coaching management styles, with a business vision in their administrative management.
- Improvements in conflict mediation in the manager-employee-client relationship, with good character and adequate emotional balance.
- Perfecting communication with professional ethics and good charisma.
- Increase in the leadership role of managers in solving problems (including other non-predetermined ones) that occur in the services offered by banks.
- They incorporated into their administrative management the use of creative techniques, teamwork, research, and ICTs to advise their employees in the generation of innovative alternatives to improve the quality of the services offered by banks, an aspect that improved their business, human and material resource management.

The results obtained in the evaluation of the impact of the leadership competence exercised by bank executives in the city of Manta on the improvement of their administrative management (dependent variable) are presented below. Evaluation of the impact on administrative management (dependent variable): To evaluate the impact achieved in improving the administrative management of banks in the city of Manta, the indicators established and validated in the Balanced Scorecard tool were assumed, according to research developed by [Montoya \(2011\)](#), in which in this management system "the organization will be forced to redefine its standards in such a way that they can be adjusted to the needs of customers."

Hence, to verify the improvement in the administrative management of the bank in the city of Manta as an impact caused by the leadership competence exercised by its managers, the validated Balanced Scorecard tool indicators will be taken into account by the research of [Montoya \(2011\)](#), and operationalized to the dependent variable by the author of this research as follows:

- Customer perspective, the essential basis of every business: It is necessary that managers make a change and from their directive leadership transform the organizational mission based on establishing a harmonization and relationship between the desired quality of the services offered by the bank concerning the real quality perceived by the client.
- Internal processes perspective: it comprises the excellence that should characterize each of the services that operate in the diversity of banking departments in the city of Manta and should focus on those key result areas as a result of successful strategic planning that allows raising the quality of the performance of its employees, their working life, as well as scientific and technological innovation of the services it offers to achieve leadership in the local, national and foreign market.
- Financial perspectives: profitability, distribution, implementation, and control of the service activity carried out in the banking system, that is, how it responds to all the expectations of the shareholders. The management of risks, threats, and the search for alternatives for their confrontation.
- Learning perspectives: administrative management guarantees the qualification and training of human resources (employees) in the use of the technology with which the services that this offer is carried out, an aspect that is essential from the leadership action itself that in this direction their managers exercise.

Based on these indicators and following the criteria proposed by [Montoya \(2011\)](#), the scales to evaluate the impact of the behavior of this variable are the following: Administrative management (GA) of excellence: when planning, organizing, executing, controlling, and evaluating the diversity of services offered by banks in the city of Manta, complying with the previously presented indicators in a range between 90 to 100.0%. Good administrative management (GA): when planning, organizing, executing, controlling, and evaluating the diversity of services offered by banks in the city of Manta, complying with the indicators presented previously in a range between 75 to 89.0%.

Regular administrative management (GA): when diversity is planned, organized, executed, controlled, and evaluated of services offered by banks in the city of Manta, complying with the indicators presented previously in a range between 60 and 74.0% ([Birasnav, 2014](#); [Mládková, 2012](#)). Poor administrative management (GA): when planning, organizing, executing, controlling, and evaluating the diversity of services offered by banks in the city of Manta, complying with the indicators previously presented in a range below 60.0%. Figure 3 shows the behavior curves of the administrative management developed by the bank managers in the city of Manta in correspondence with the improvement of the leadership competencies that they were exercising in September and November 2019, as well as January 2020.

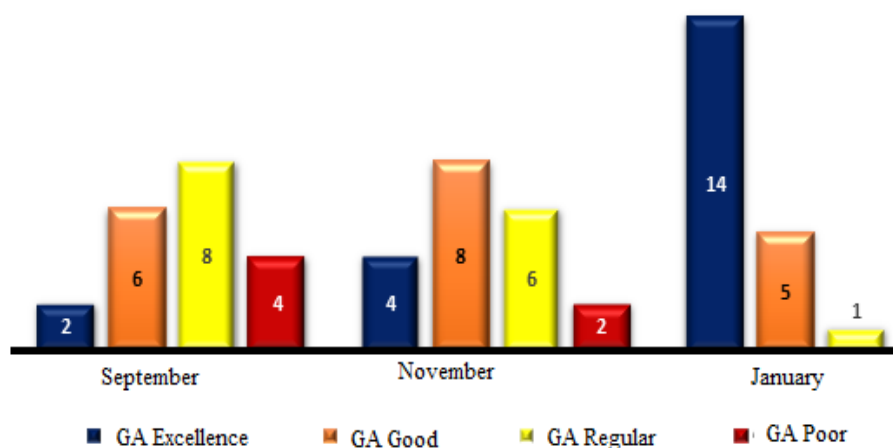


Figure 3. The behavior of administrative management as an effect of leadership competence demonstrated by managers

As can be seen in the graph, administrative management behaved as follows: In September: out of 20 managers, 2 achieved administrative management of excellence for a 10.0%, in 6 it was good for 30.0%, in 8 it was regular for 40.0%, while in 4 it was poor for 20.0%. In November: of 20 executives, 4 achieved excellent administrative management for 20.0%, in 8 it was good for 40.0%, in 6 it was regular for 30.0%, while in 2 was deficient for 10.0%. In January 2020: of 20 executives, 14 achieved excellent administrative management for 70.0%, in 5 it was good for 25.0%, in 1 it was regular for 5.0%, while none did. did poorly.

This result made it possible to verify that as improvements were achieved in the levels of impacts of the leadership competence exercised by bank executives in the city of Manta in September, November, and January, this in turn generated impacts favorable in the improvement of its administrative management. Table 3 shows a comparison of the state of administrative management developed by bank managers in the city of Manta in January 2020 concerning June 2019, when the impact evaluation study began. finished.

Table 3

Comparison of the behavior of administrative management before (June 2019) and after applying the proposed leadership competence model (January 2020) rating

scales	June 2019		January 2020		Total Accumulated
	Quantity	%	Quantity	%	
GA Excellence	4	20,0	14	70.0	18
GA Good	4	20.0	5	25.0	9
GA Regular	9	45.0	1	5.0	10
GA Poor	3	15.0	0	0	3
Total	20	100.0	20	100.0	40

$n = 20$ $p (X^2) = 0.00240 < 0.05$ (α). It is accepted to H_1 and rejected H_0 . Significant differences

To determine whether data differences obtained in Table 3 are significant or not regarding the dependent variable based on the administration, the statistician applied Chi-Square (Y2) from the criteria of Villavicencio (2017), and according to what is stipulated by the inferential statistics: a 95% significance level was worked, degree of significance $\alpha = 0.05$, the following working hypotheses were drawn: Nullity hypothesis (H0): The administrative management developed by bank managers in the city of Manta before implementing the leadership competence model (X1) behaves similarly once it is implemented (Y2): (Y1 = Y2). Alternative hypothesis (H1): The administrative management developed by bank managers in the city of Manta, once the leadership competence model (Y2) was implemented, was significantly improved concerning its initial state (Y1): (Y2 > Y1).

According to the data shown in table 3 and when applying the Chi-Square (Y2) statistic, it can be seen that the differences obtained are significant at 95.0% reliability since the probabilistic value obtained is below the degree of confidence assumed. : $p(Y2) = 0.00240 < 0.05$ (a), an aspect that allows inferring the existence of improvements (impacts) in the administrative management of Manta banking, an aspect that allows testing the research hypothesis. The main impacts achieved in the administrative management of the bank, generated as a consequence of the impacts achieved in the leadership competence, were the following:

From the customer perspective: the following impacts were seen: Increased efficiency, sustainability, profitability, effectiveness and quality of the services offered, customer satisfaction for the services received due to the correspondence achieved to a greater extent between the quality of the actual service offered and perceived by them, increasing the number of claims resolved concerning the total claims made by clients, incorporation, and retention of clients and a more direct reflective communication with the client was achieved based on attention to their interests, needs, and expectations (Testa & Sipe, 2012; Zhu et al., 2005). From the perspective of internal processes: The bank's organizational and functional mission was transformed, raising the quality and excellence of its services, the quality of work-life was improved as a decrease in absenteeism, teamwork relationships was appreciated. more efficient, increased the commitment of bank employees to guarantee the quality of their services, decreased work stress, and increased productivity in the services offered.

From the financial perspective: increased profitability, distribution, implementation, and control of the activity of services offered in the banking system, increased speed and efficiency in responding to the vast majority of shareholders' expectations, in the use of the Scientific method that made it possible to generate innovative alternatives to solve problems generated by risks and threats that threaten the proper functioning of the bank. From the learning perspective: increase in the curriculum and qualifications of managers and employees, increase their motivation to self-improve and train in the job for the continuous improvement of the services they offer, increase in the retention of key personnel, introduction and application of technologies and added values to banking, greater availability and use of scientific-technical information in the services performed, more sustainable organizational climate.

Strengths and limitations

Regarding the strength of this research study, it can be said that the population sample is representative in the context of banking in the city of Manta, Ecuador, for the evaluation of the impact of leadership competence in the administrative management of banking. , using the direct observation method, the leadership competence model provided in the research, and the indicators proposed in the Balanced Scorecard tool for the evaluation of administrative management (Ensley et al., 2006; Donate & de Pablo, 2015). The assessment scales for both leadership competence and administrative management are an important analysis tool to evaluate, through the method of direct observation, how leadership influences a manager in improving the administrative management of banking in the city of Manta from the perspective of the client, of the internal and financial processes and continuous training (learning) of its employees, denoting a directly proportional relationship between the two, to the extent that leadership improves, the manager's administrative management is improved, an aspect that It fosters a timely relationship between the two in making decisions aimed at the continuous and systematic improvement of the process.

One of the main limitations is that the applicability of the leadership competence model based on a sampling of intentional selection depends on the availability of the managers participating in the study, their motivations, personal interests, and the characteristics of the company itself. banking in the city of Manta, which is also a tourist and fishing area in Ecuador. Another limitation derived from the study carried out in the present investigation consists in the fact that, in Ecuador, studies have not always been carried out aimed at counteracting or validating the results obtained, based on the analysis of the relationships between the variables of leadership and administrative management competence in executives of banking entities.

Future research lines

The research carried out serves as a fundamental basis so that its applicability is oriented not only to the banking entities of Manta but also that the sample is extended to other banking entities of the province of Manabí and the country in general, which will allow reaching obtaining more generalizable results that delve into the behavior of the main factors that influence the improvement of the administrative management of these entities once their managers perform with leadership. It is also important that the analysis of the variables of administrative management and leadership competence are related to other variables such as work motivation, strategies, and entrepreneurial projects of organizational and business management with current and prospective vision.

Conclusion

This study provides the leadership competence that bank managers must exercise in the city of Manta, as a quality that they must acquire to exercise a system of influences on their employees, based on the improvement of administrative management of banking in Manta from an internal and external business, interpersonal and personal vision. It was possible to verify through this research

study that the leadership competence variable has a notable impact on the improvement of the administrative management of bank executives in the city of Manta, since it significantly impacts on the improvement of the quality of working life of its employees, in the service processes that this offer and achieves a better harmonization and relationship between the desired, real and perceived service by customers.

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