

Productivity of Coltrans Barranquilla workers considering the incidence of leadership during covid-19

Productividad de los trabajadores de Coltrans Barranquilla considerando la incidencia del liderazgo durante la pandemia de covid-19

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Abstract

Introduction: The absence of good leadership is directly reflected in the motivation, communication, work environment and performance of the employees of a company, in a negative way. **Objective:** To determine the impact of leadership on the productivity of employees of the company Coltrans Barranquilla during the period of the pandemic. **Methodology:** The approach of this study responds to a quantitative research with a descriptive correlational scope. A survey type questionnaire was used with answers in Likert scale, to 21 participants, whose answers were anonymous. **Results:** It was identified that the company Coltrans shows a moderate positive relationship of the influence of leadership on labor productivity, in aspects of performance recognition, communication of objectives, openness to suggestions, among other aspects that contrast with the lack of recognition and strengthening of the teams of collaborators that end up deserting. **Conclusions:** The role of leadership in organizations can be the difference between performance, labor welfare and productivity of the company, especially in times of contingencies such as what was experienced during covid-19.

Keywords: Productivity; Leadership; Collaborators; Work teams, Performance.

Resumen

Introducción: La ausencia de un buen liderazgo se refleja directamente en la motivación, la comunicación, el ambiente laboral y el rendimiento de los colaboradores de una empresa de manera negativa. **Objetivo:** Determinar la incidencia del liderazgo en la productividad de los colaboradores de la compañía Coltrans Barranquilla durante la pandemia de covid-19. **Metodología:** El enfoque de este estudio responde a una investigación cuantitativa con alcance descriptivo correlacional. Se empleó un cuestionario tipo encuesta con respuestas en escala de Likert a 21 participantes, cuyas respuestas fueron anónimas. **Resultados:** Se identificó que la compañía Coltrans evidencia una relación positiva moderada de la influencia del liderazgo sobre la productividad laboral en aspectos de reconocimiento al desempeño, comunicación de los objetivos, apertura a las sugerencias que contrastan con la falta de reconocimiento y fortalecimiento de los equipos de colaboradores que terminan desertando. **Conclusiones:** La función del liderazgo en las organizaciones puede ser la diferencia entre el desempeño, el bienestar laboral y la productividad de la empresa, especialmente en momentos de contingencias como el vivido durante la pandemia de covid-19.

Keywords: Productividad; Liderazgo; Colaboradores; Equipos de trabajo; Desempeño¹

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1 Los términos clave han sido recuperados a partir del Tesouro [relacionar el nombre del Tesouro de donde se han obtenido].



Introduction

The business world has been directly hit by the negative results of covid-19 (Parsoya and Perwej, 2021; Sharma et al., 2020), which has brought with it a series of unprecedented challenges that arose during the pandemic period and that in some cases still remain, among which was the drastic decrease in labor productivity (Villavicencio-Ayub et al., 2022), accentuated by the stress and anxiety brought about by confinement, particularly in women, loss of jobs and purchasing power in the population (Mora, 2021), disruption of the economy (Mora, 2021; Sharma et al., 2022), accentuated by the stress and anxiety caused by confinement, particularly in women, the loss of jobs and purchasing power in the population (Mora, 2021), the disruption of the supply chains of many companies, the closing of borders, the restrictions on the entry of some goods, as well as logistical delays at customs (Adrián and Hirs, 2020), in addition to the temporary or permanent closure of economic activities in the different sectors and their consequence in the reduction of income (Debata et al., 2020, 2020). However, despite the difficulties, this situation also prompted many companies to rethink their approach and seek opportunities to adapt and transform (Amankwah-Amoah et al., 2021; Manciatí-Alarcón, 2021).

One response to the challenge of social distancing and the restrictions imposed by the pandemic was the accelerated adoption of telework and virtuality in many organizations (Ve-lasquez Cáceres and Martínez Ramírez, 2021), which became an enormous challenge for leaders and managers, who had to lead and guide their teams remotely (Contreras et al., 2020; Stoker et al., 2022). In this new scenario of uncertainty and volatility, labor productivity became a determining factor for the survival and success of companies. The ability of organizations to adapt their processes, optimize resources and maintain the flow of products and services depended to a large extent on the performance and commitment of their workers (Villavicencio-Ayub et al., 2022).

In turn, engagement was significantly impacted by mental health, emotional well-being and motivation, requiring a renewed focus on leadership strategies to drive productivity. If maximum productivity was to be achieved, leaders had to make clear the roles, procedures and tasks of employees, provide the necessary resources to carry them out, and match the tasks with the employee's knowledge and skills.

Thus, leadership emerged as a key element to steer companies in uncertain and highly volatile times towards a more solid ground, implementing novel or varied strategies (García-Salirrosas and Millones-Liza, 2023; Weber et al., 2022). Empathetic, resilient and adaptive leadership, able to foster open communication, teamwork and collaboration, was instrumental in sustaining workers' morale, empowering their capabilities and motivating them to do their best in an adverse context (Deshwal and Mohd, 2020). In some cases, leaders were able to mitigate fear, feelings of threat and anxiety in their team (Kim et al., 2024).

In international logistics companies, as is the case with the object of study of this research, leadership played an even more crucial role. The globalized nature of the industry, the complexity of the supply chains and the need to respond to dynamic changes in

real time demanded visionary leadership, able to anticipate challenges, make strategic decisions and manage multicultural teams effectively (Gereffi, 2014; Ketudat and Jeenanunta, 2021; Szmelter, 2017). At Coltrans, the pandemic helped to evidence some shortcomings in the management that was being advanced in the company in terms of productivity. For example, in the period 2021-2022, they experienced high staff turnover, complaints associated with remuneration and work methodology; the results of their own labor attrition survey in 2022 (conducted on all outgoing staff) evidenced the dissatisfaction of employees on issues related to workload, salary and work environment, factors closely related to the leadership of any of the units from which these employees came from (Tafvelin et al., 2023; Wahyudi et al., 2023), which directly affects the productivity of team members.

Therefore, based on the postulates of George Elton Mayo's relationship theory (humanistic school of management), where the success of an organization is assumed when the team's efforts are guided by a leader who is recognized by its members; Jim Collins' humble leadership, where the leader is humble when sharing achievement and recognition with his team, and Fred Fiedler's contingency model, where the leader must adapt to the situation and identify when the task must take precedence and when relationships must take precedence, this research aims to determine the impact of leadership on the productivity of Coltrans Barranquilla employees during the covid-19 pandemic, by solving the following question: what is the incidence of leadership in relation to the productivity of collaborators in Coltrans Barranquilla?, understanding that the company maintained desired levels of productivity, in spite of complaints about leadership.

Theoretical framework

This research considers the foundations and postulates of leadership on productivity, reflected in Fiedler's contingency theory (Verkerk, 1990), Collins' humble leadership theory (Collins, 2001) and Mayo's human relations theory (1998, 2003), which state that there are different types of leadership associated with the behavior of human beings and their behavior in different situations, especially in organizations. Therefore, the focus on the leadership factor added to other factors such as management practices has been developed as a determining factor for the improvement of labor productivity (Nguyen and Phan, 2024), with which the leader must recognize the goals of his staff to guide them with the goals and vision of the organization (Lara Cedeño et al., 2021), so that obtaining results benefit all parties involved.

In this sense, it is important to highlight that leadership is a process exercised by a person who influences and supports other people so that they follow him and show willingness to do whatever is necessary (Dorneles et al., 2017; Neria and Reyes, 2021), with which the leader can influence the will and willingness to develop individual or team work to enhance the individual and general productivity of each member (Guerrero Bejarano, 2020; Lara Cedeño et al., 2021). A leader must be able to capitalize on his or her own potential, that of his or her followers and that of the situation in which he or she works (Guerrero Bejarano, 2020).

surrounding, i.e., to streamline the decision-making process in a complete environment (Dinibutun, 2020).

Productivity can be understood as the amount of useful work that a person performs in a given unit of time to obtain a result (Almaama-ri, 2023); when the result shows improvements, it is associated with the use of fewer resources or activities or with obtaining greater results from the same elements (Fontalvo Herrera et al., 2017). In this way, productivity ends up adopting efficiency and effectiveness as its primary element. The human factor is present in the execution phases of an organization's processes; therefore, Franco-López et al. (2021) reaffirm that one of the key factors that determine productivity is the management of human resources, for which the role of the leader is essential. The leader creates the right conditions for a stable work environment by fostering trust, recognition, motivation, assertive communication channels between collaborator-boss and the professional development of collaborators, which contributes significantly to the human factor of the organization's productivity (Bril et al., 2021).

From these basic definitions, the adopted theories that help explain the influence of leadership on productivity are stated.

Fiedler's contingency theory

The contingency approach indicates that different situations require different leadership styles, which requires the leader to have the ability to be flexible and adjust his or her style according to the characteristics of the group, the circumstances and the goals pursued (Kovach, 2018). In this context, Fiedler's contingency theory of leadership (Verkerk, 1990) states that the team's performance or productivity is determined by the alignment between the leadership style and the margin of control that the situation allows the leader (Deshwal and Mohd, 2020).

Fiedler defined two types of leadership style: one task-oriented and the other relationship-oriented. In the first case, the leader prioritizes high performance and work efficiency, provides clear instructions and establishes high performance standards, leaving the role that the collaborator must play in the work area very defined, while relational leaders focus on building solid relationships and pleasing their subordinates (Dinibutun, 2020). In this way, the author develops the least preferred coworker (LPC) scale, to establish when the leader is task or relationship focused; leaders who describe their least preferred coworker with positive or negative adjectives are positioned in relationships or tasks, respectively (Fiedler, 2005; Da Cruz et al., 2011).

Three situational variables that determine leadership effectiveness are also proposed (Deshwal and Mohd, 2020). Leader-member relationships, which are based on their quality, the degree to which subordinates like, trust, and are loyal to their leader; if relationships are good, the leader can have more influence and bring results to fruition. Task structure, measured by the degree to which tasks are structured and clear; if the task is clear and structured, a task-oriented leader can be effective. And positional power, which refers to the degree to which the task is clear and structured, a task-oriented leader can be effective.

that the leader has formal authority and power in the organization; the higher his or her level of power, the more control he or she can have and the more effective he or she can be in certain situations.

In the context of Coltrans Barranquilla, it is relevant to identify how leadership adapts to changes in the environment and how it is perceived by employees. In moments of high complexity in the coordination of different traffic and means of transportation, a task-oriented leadership, capable of making quick and accurate decisions, could be more effective. In contrast, in situations where a high degree of cooperation and coordination between teams is required, relationship-oriented leadership may be more beneficial in maintaining Coltrans team morale and motivation. By considering the specific situational variables and adapting the leadership style, it contributes to higher productivity in the company.

Collins' theory of humble leadership

Collins' humble leadership theory (Collins and Hansen, 2011) is based on the idea that the most effective leaders are those who combine genuine humility with steadfastness in the achievement of goals and results. In this theory, five key dimensions are identified:

- The capacity for self-awareness regarding the leader's recognition of his or her own knowledge, skills, strengths, weaknesses and limitations, as well as what he or she can learn from others and how to adapt to new circumstances.
- Openness to feedback, whereby humble leaders value honest and constructive feedback, are willing to listen to suggestions and opinions from their work team.
- The willingness to share power, because a humble leader sees it as a means to achieve broad objectives and has no problem in delegating responsibilities and empowering his team; in this sense, with good communication he generates trust and influences the behavior of his subordinates to direct them to the desired performance and productivity (Cho et al., 2021).
- The service mentality, which leads the leader to be motivated by a genuine desire to serve others and contribute to the success of the team or organization as a whole, prioritizing the needs and welfare of others before personal interest.
- The demonstration of humility in success, which allows the leader to share recognition and praise with those who contributed to success. Studies that identify this last dimension in their leaders highlight that they are people who have gone through difficult situations, changing the optics of their lives and driving them to take companies to the transcendence of success for decades (Caldwell et al., 2017).

This theory stresses the importance of cultivating humility as an integral part of leadership.

efficient in at least one of the dimensions mentioned. Some studies attest to the significantly positive effects of the influence of a humble leader on the performance and productivity of the team and the company (Cho et al., 2021; Maldonado et al., 2022). In the company that is the subject of this study, the various evaluations and satisfaction surveys indicate that employees are generally satisfied with the value they give to their work, even if it is not representative in salary. The focus on humble leadership style facilitates productivity in the company, employees have indicated their level of satisfaction by improving listening and feedback from the collaborators to the leader, by encouraging collaboration between different teams and departments with diverse skills and experiences, to find more creative and efficient solutions to logistical challenges. With the traits of this type of leadership, employees can develop a sense of belonging by feeling empowered to make decisions and assume responsibilities, with the security and support of the leader in highlighting successes and generating an environment of learning from mistakes.

Productivity in Mayo's human relations theory

The theory of human relations gives greater importance to the worker's behavior, as it investigates the environmental and psychological effects that interfere with his or her productivity (Mayo, 1998). Mayo's research concluded that to increase employee morale it is vital to recognize their work, to be heard by their managers, to associate them as part of a team and to treat them with dignity and fairness (Mondragón Puerto, 2017).

Thus, according to Mayo (1998), it is essential that organizations provide their employees with security in their work area, since this strengthens their emotional health and promotes the success of work activities and stability to their productive platform in the short, medium and long term (De Oliveira et al., 2023; Voordt and Jensen, 2023).

Mayo concluded that workers' needs are often based on a sense of belonging to a group and feeling valued, which could lead to conflicts with managers whose main focus is not on socialization, but on cost reduction and efficiency. He also pointed out that, even when salary and working conditions are favorable, these aspects are less relevant to employees if they do not experience a sense of group belonging. The author emphasizes that informal groups in the work environment exert a significant influence on employee behavior within those groups, thus underscoring the importance for managers to seriously address social needs, including the desire to belong to an informal group (Mayo, 1998, 2003).

Thus, under the postulates of this theory, it is understood that effective leadership influences labor productivity by creating an enabling environment where employees feel valued and motivated, promoting positive interpersonal relationships, open communication and the development of talent over monetary exchange (Betancourt Rodríguez et al., 2013; Muldoon et al., 2020). A leader who fosters worker satisfaction and commitment, as well as empowerment and appropriate delegation of responsibilities, can increase efficiency and collaboration within the team, which contributes to higher productivity.

tivity in the organization (Febrian, 2024; Nurhidayah, 2020). At Coltrans, workers want to work in an environment that fosters collaboration between teams from different areas, such as transportation, warehousing, customs and inventory management, to improve coordination and operational efficiency. It is highlighted that the knowledge and experience of workers has allowed them to redesign processes and improve in some cases their own working methods (Fontalvo Herrera et al., 2017).

Dimensions of productivity according to Stephen Robbins and Timothy Judge

Productivity constitutes the highest level of analysis in organizational behavior (Kilag et al., 2023; Mayer et al., 2023). A company is considered productive when it manages to achieve its goals by efficiently transforming inputs into outputs while minimizing the associated costs (Lorenzo Gilvonio, 2018). From the above, it can be understood that productivity is the union of the dimensions of effectiveness and efficiency with the help of resources to obtain the tasks outlined; but, in turn, the efficiency in the company's productivity often depends on teamwork and the synergy of its members (Franco-López et al., 2021).

Most of the results achieved by one unit are inputs to the activities and tasks of other units. For simplicity, we can assume that people play a key role in resource management, actively engaged in the efficient production of goods and services. Their constant effort to improve this production becomes the starting point for any intervention aimed at increasing productivity in the organization (Balk et al., 1991). Therefore, the function of personnel integration is to supply and keep covered each of the positions within the organization, as well as to identify the needs of the area itself with the talents and skills of the collaborator (Mondragón Puerto, 2017).

Methodology

This study has a quantitative research approach, with a descriptive-correlational scope, because it seeks to highlight the description or distinctive characterization of the event studied in a given context by specifying its properties, as well as to measure the strength of the relationship between two variables and the extent to which both variables can change together without this implying causality (Hurtado de Barrera, 2000). The descriptions were made with the basic statistical descriptions, while the correlations were assumed with Pearson's linear correlation coefficient, since it was a sample of less than 30 participants, with continuous variables of minimum interval scale. We sought to review the leadership items that were strongly or not strongly related to employee productivity.

The technique for the collection of quantitative data was mainly centered on the application of a multiple-choice questionnaire with a single response, using a Likert scale from 1 to 4, where 1 means totally disagree and 4 means totally disagree.

The items of each variable can be seen in Table 2, and the items of each variable can be seen in Table 2. The items of each variable can be seen in Table 2. The questionnaire was validated by experts in leadership and organizational behavior to ensure the relevance and appropriateness of the questions, the objectives of the study and the context of the company. Likewise, based on a 95% confidence margin, the internal validity of the questionnaire was applied with Cronbach's alpha, giving a result of 0.87, which is in the expected range (between 0.82 and 0.91). This means that the different questions of the instrument measure the same construct in a reliable and consistent manner, and the participants' responses to the different questions are highly correlated with each other.

The instrument was applied to 21 of a total population of 28 Coltrans Barranquilla employees, using Google Forms. As this is a small population, it was decided to opt for a census instead of a representative sample. The questionnaire was sent to all participants, who were free to decide whether or not to participate in the research according to their availability or willingness, as an indicator to minimize response bias. After two attempts to establish communication with all participants by virtual means, 21 participants confirmed their participation by filling out the questionnaire. Among other measures to control bias, anonymity was guaranteed and it was emphasized to the collaborators that the responses would be confidential and only used for research purposes, neutral wording was used in the questionnaire, and clear instructions were provided to encourage honest and accurate responses. As an additional measure, the questionnaire was sent outside working hours so that the respondent was not under the pressure of the work environment, the influence of another employee or boss.

It is worth mentioning that the necessary permissions were obtained from the management of Coltrans Barranquilla to carry out the research, as well as for the subsequent publication of the results, ensuring the protection of personal data and compliance with the pertinent ethical regulations. With the data collected, the analysis of the quantitative information was developed through descriptive statistics and subsequent correlations, contrasted with the active observation of one of the members of the research who had access as an employee at the company's facilities, as well as the secondary source results from the labor desertion survey 2022, which the same organization provided as a complement to the analysis. These aspects provided depth in the analysis and triangulation of information (Creswell, 2010). The correlation coefficients made it possible to identify the strength and direction of the relationships between various variables related to work effectiveness and leadership.

The general data that make up the sample of participants are detailed in Table 1 below.

Table 1.
General data of the study participants

Collaborators	Frequency	Absolute value
<i>Total employees</i>		28
Willing participants	75 %	21
Unwilling participants	25 %	7
Sex		21
Woman	76,2 %	
Man	23,8 %	
Marital status		21
Married	42,9 %	
Single	57,1 %	
Number of children		21
No children	47,6 %	
One to three	52,4 %	
Work area		21
Customs	19 %	
Administrative	29,1 %	
Commercial	14,3 %	
Inside sales	14,3 %	
Operations	9,5 %	
General Services	14,3 %	
Hierarchical levels		21
Area Manager	9,5 %	
Coordinator	14,3 %	
Assistant	42,9 %	
Analyst	4,75 %	
Auxiliary	23,8 %	
Practitioner	4,75 %	
Service time		21
Less than 1 year old	14,3 %	
From 1 to 3 years old	19 %	
From 4 to 6 years old	4,8 %	
Over 6 years old	61,9 %	

*From the participants willing to take part in the study, descriptive and correlational results were consolidated.

Source: Own elaboration.

The composition and characteristics of Coltrans employees indicate that there is a predominance of female versus male, single versus married marital status, which is due to the fact that almost half of the employees have no children. In the distribution of the work area, the work areas with the greatest presence of employees are the administrative and general services areas, which are more easily found in the company's facilities.

In turn, the most common hierarchical level in the organizational structure is assistant, followed by assistant and coordinator; most of the employees who did not participate in the study are in these areas. Finally, most of the employees have more than six years of service in the company, which indicates that most of the answers provided regarding job performance or leadership exercised over a long period of time facilitate understanding and consistency in the behavior of these variables in the company.

Results and discussion

The descriptive results of the staff survey are shown below (Table 2).

Table 2.
Descriptions of leadership and productivity of Coltrans' employees

Item	Observed macrovariable	Strongly disagree	Disagree	Agreed	Totally agree
Recognition is given for good performance	Leadership	33,3 %	33,3 %	19 %	14,3 %
Your leader has the knowledge and skills to lead the area.	Leadership	4,8 %		33,3 %	61,9 %
The leader takes into account the suggestions of his work team.	Leadership	4,8 %		38,1 %	57,1 %
The level of communication with your superior and peers facilitates results	Leadership	4,8 %		19 %	76,2 %
The objectives of the work teams are shared by all team members.	Leadership		4,8 %	33,3 %	61,9 %
Generates added value to your work team	Leadership			14,3 %	85,7 %
Is motivated to assist in the improvement of work processes	Leadership	4,8 %	4,8 %	33,3 %	57,1 %
The development of the functions is provided with the necessary resources for the efficient performance of the work.	Productivity			33,3 %	66,7 %
The procedures in the work area are well defined.	Productivity		4,8 %	19 %	79,2 %
The functions are clear and determined	Productivity		9,5 %	28,6 %	61,9 %
Knows and understands his or her role in the work area.	Productivity			23,8 %	76,2 %
Makes good use of their knowledge and skills in the workplace	Productivity			9,5 %	90,5 %
Their performance is commensurate with their knowledge and skills	Productivity		14,3 %	19 %	66,7 %

Source: Own elaboration.

The results obtained in Table 2 reveal the perception of employees regarding two fundamental aspects of organizational success. In this sense, a relatively uniform distribution is observed among the response categories, with a predominance of positive opinions. It stands out that 61.9% of the employees totally agree that their leader has the knowledge and skills to lead the area, which reflects a positive trust in the leadership capabilities, as observed in the empirical results of Liu and Ren's (2022) study, in which the employees' work performance is positively impacted by the perceived trust in the leader.

However, it is important to consider that 33.3% of the employees disagree or totally disagree with the statement that recognition is given for good performance. This situation could indicate the need to reinforce recognition and motivation practices to encourage employees and strengthen their commitment to the organization (Villavicencio-Ayub et al., 2022).

Regarding communication and participation, the results are more positive, as found in other research (Cardoso, 2023; Setyawati et al., 2023). 76.2 % of the collaborators consider that the level of communication with their superior and colleagues facilitates results, and 57.1 % agree that the leader takes into account the suggestions of his work team, which corresponds to the characteristics of a humble leader (Collins, 2001; Collins and Hansen, 2011). These aspects reflect an open and collaborative work environment, where communication flows and the ideas of the collaborators are valued, although some few collaborators feel that they are not listened to by their superiors, leaving a veil in the absence of effective leadership in these particular cases.

In terms of productivity, the results also indicate a generally positive perception. 66.7 % of the employees consider that the development of their functions has the necessary resources for the efficient performance of the work, and 79.2 % perceive that the procedures in the work area are well defined; on the contrary, when the employee lacks these aspects, his performance declines, as mentioned by Maya and Kristiani (2023). In addition, 90.5 % of the employees claim to make good use of their knowledge and skills in their workplace, which shows a high level of commitment and utilization of individual potential.

However, it is important to pay attention to some aspects that could be improved. A total of 28.6 % of employees are not completely clear about roles and responsibilities, and 14.3 % do not perceive that their performance is fully commensurate with their knowledge and skills. These situations could be addressed through better role definition, more accurate feedback and professional development opportunities.

Based on these data, the interaction of the items in the leadership and productivity variables was analyzed through correlations, highlighting those links that have already been studied and that are evident in the Coltrans context. Values closer to 1 indicate stronger correlations between the different variables. The results in Table 3, in general, present an evaluation of the correlations between the different variables.

positive relationship between leadership characteristics and labor productivity, showing agreement with other studies that confirm the influence of leadership on productivity (Guerre- ro Bejarano, 2020; Lara Cedeño et al., 2021; Kim et al., 2024; Nguyen and Phan, 2024). This indicates that as leadership characteristics intensify, labor productivity tends to increase. This positive relationship is manifested in the correlations associated with performance recognition, there is a moderate positive rating (0.4917) between the recognition given by the leader according to performance and labor productivity, indicating that, when leaders reward the good work of their collaborators, they adopt a position of one of the levels of humility, which facilitates productive results in employees (Cho et al., 2021).

Table 3.

Main relationships of the influence of leadership on the productivity of Coltrans employees.

		Productivity					
		Resources needed to perform efficient work	Well-defined procedures	Clarity of functions	Understanding of their role in the work area	Good utilization of knowledge and skills	Performance in the position corresponds to their knowledge and skills.
der who	Performance recognition	0,0348	0,4917	*0,5836	*0,5083	0,0447	0,4664
	Knowledge and skills of the leader to lead	0,0782	0,1359	0,3177	*0,5531	-0,2111	**0,7330
	LeadershipLea	0,0598	0,2209	*0,5654	0,5167	-0,0105	0,4237
	take into account suggestions	0,0377	0,1221	0,1678	*0,5229	-0,1517	*0,5175
	Superior communication, employee facilitates results	0,0346	0,0639	0,3341	0,3560	*0,5960	**0,7494
	Shared objectives among stakeholders	-0,0782	0,0355	-0,0879	0,0912	0,3311	0,1062
	Generates added value to your work team	0,0510	0,1728	0,3889	0,4441	-0,2343	*0,5172
	Motivation to improve work processes						
*significant relationship							
**highly significant relationship							

Source: Own elaboration.

With respect to the leader's knowledge and skills in the management process, and the understanding of the employee's role in his or her work area as an aspect that generates productivity, a moderate positive relationship was observed (0.5531), which suggests that when leaders have the necessary skills (0.5531).

necessary to lead effectively, their teams tend to understand their role in the area and become more productive (Maya and Kristiani, 2023).

Another aspect that places humble leadership as a relevant factor in influencing productivity and work performance occurs when the leader takes into account the suggestions of his collaborators (Cho et al., 2021). In this case, there is a moderate positive rating (0.5654) between the fact that the leader takes into account the suggestions of his team and the clarity that the collaborators have about their functions. This implies that when leaders encourage participation and consider the ideas of their collaborators, these feel greater clarity in the tasks they have determined, which translates into greater productivity (Maldonado et al., 2022).

On the superior-employee communication side, a moderate positive improvement (0.5229) is observed between effective communication between superiors and employees and the understanding of the employee's role in their work area as a necessary aspect for their work productivity (Deshwal and Mohd, 2020). This indicates that open and fluid communication between leaders and employees facilitates teamwork, coordination and decision making (Bril et al., 2021; Kim et al., 2024; Muldoon et al., 2020; Setyawati et al., 2023).

The objectives shared by the leader among the team members with respect to the good use of knowledge and skills, as well as the performance of the employee in the position corresponding to his or her knowledge and skills, show a moderate positive relationship (0.5960) and a strong positive relationship (0.7494), respectively. This suggests that when employees have a clear sense of where the team is headed and understand the common objectives, they feel more motivated and committed to achieving them, they find meaning in the use of their knowledge and skills in the job, which is reflected in higher productivity (Fontalvo Herrera et al., 2017). The knowledge and experience of workers allows organizations to redesign processes.

In addition, a moderate positive correlation (0.5172) was found for the motivation developed by the employee to improve processes in his area and the correspondence of his performance in the position according to his knowledge and skills. This implies that when leaders foster a culture of continuous improvement and motivate their collaborators to seek ways to optimize their work, it translates into greater efficiency and productivity (Fontalvo Herrera et al., 2017).

It is important to consider that, despite the overall positive relationship between leadership and labor productivity, not all correlations are equally strong. Some, such as the evaluation between the generation of added value to the team and the understanding of the employee's role in the work area on his or her labor productivity are weaker (0.0912). This could indicate that there are other factors that influence productivity besides leadership, such as the intrinsic motivation of employees or the availability of resources.

On the other hand, employees who are no longer with the company leave an impression that seems to indicate the need to review these leadership processes in the effectiveness of job performance. In this sense, Table 4 highlights some aspects that management should focus on in order to improve turnover rates and the company's productivity level.

Table 4.
Results of the 2022 attrition survey in Coltrans Barranquilla

Work - dor	What is their opinion about working relationships (with bosses)?	What is their opinion about work activities?	Degree of satisfaction of recognition of the work of the	Degree of satisfaction of load of work	Degree of satisfaction of tools work methods	Which factors negative or positive of his work company and staff	In case of resignation, ra- tion by which resigned opportunity	Reason for success
1	Excellent	Good	Satisfied	Dissatisfied	Satisfied	Poor motivation of the	Salary, better city	
2	Good	Good	Satisfied	Satisfied	Satisfied	None	Transfer of demotivating-	
3	Excellent	Regular	Complete satisfaction	Complete satisfaction	Completely Dissatisfied	Low salary and work overload	Salary opportunity teo better tunity	
4	Good	Good	Dissatisfied	Satisfied	Satisfied	A discussion was held with the head of the	Best opportunity.	
5	Excellent	Excellent	Complete satisfaction	Complete satisfaction	Complete satisfaction	All my seemed very well	Motives personal tion, the better	Termi- nation apprentic eship contract
6	Good	Good	Dissatisfied	Dissatisfied	Dissatisfied	Salary and low recognition	Salary, demotivati ng, the better opportunity	Voluntary resignation
7	Excellent	Good	Dissatisfied	Dissatisfied	Complete dissatisfied	plays- Salary and low recognition of the work das	Salary, demotivati ng. nity opportunity	Voluntary resignation
8	Excellent	Excellent	Satisfied	Satisfied	Dissatisfied	Salaries	Salary, better opportunity unexpected, for	Voluntary resignation
9	Excellent	Excellent	Complete satisfaction	Complete satisfaction	Satisfied	No opinion	For reasons unrelated and as well as health	Voluntary resignation
10	Excellent	Good	Satisfied	Satisfied	Satisfied	No opinion	Personal reasons	Voluntary resignation
11	Excellent	Excellent	Complete satisfaction	Complete satisfaction	Complete satisfaction	None	reasons	Terminatio n of contract
Source: Own elaboration. 12	Excellent	Excellent	Satisfied	Satisfied	Satisfied	Not applicable	Demoting and personal	Voluntary resignation

One of the most noteworthy aspects is interpersonal relations. It is observed that most employees (85.7%) are satisfied with the relationships they have with their colleagues. This indicates that there is a good working environment and that employees feel comfortable and supported by their peers. However, 14.3 % of employees are not satisfied with interpersonal relationships. This could be indicative of some communication problems, conflicts or lack of integration in the team. The company could pay attention to these situations and take measures to improve the work environment and strengthen relationships among employees.

Regarding wellness activities, it is observed that the majority of employees (66.7%) are satisfied with the activities offered by the company to promote their wellbeing. This indicates that the company is taking measures to take care of the physical and mental health of its employees, which is an important factor for talent retention. However, 33.3% of employees are not satisfied with the wellness activities. The company should conduct a deeper analysis of the needs of its employees and consider expanding the offer of wellness activities, including options that are more attractive to this group of employees.

Overall, a high level of satisfaction is identified among employees, with 85.7% of employees being satisfied or totally satisfied with their work. This is a positive indicator for the company, as it reflects that most employees find their work rewarding and are committed to the organization. However, it is important to consider that 14.3% of employees are not satisfied with their work. The company should investigate the reasons for this dissatisfaction in order to take corrective action and prevent these employees from leaving the organization.

Regarding workload, it is observed that the majority of employees (66.7%) consider their workload to be adequate. This indicates that the company is assigning tasks efficiently and that employees do not feel overloaded. However, 33.3 % of the employees feel that their workload is excessive. The company should analyze the causes of this overload and take measures to redistribute tasks or provide additional support to the affected employees.

In salary satisfaction, it is observed that the majority of employees (66.7%) are satisfied with their salary. This indicates that the company is offering fair compensation to its employees, which is an important factor for talent retention, while 33.3 % of the employees are not satisfied with their salary. The company should conduct a comparative analysis of the salaries it offers in relation to the market and consider the possibility of making salary adjustments for those employees who are dissatisfied.

The reasons for retirement are mainly associated with salary, demotivation and job opportunities in other companies, which implies that the company should focus on improving compensation and benefits for its employees, as well as creating a motivating work environment and offering opportunities for professional growth.

Finally, the negative factors that employees liked the least are the lack of re

This is in direct contrast to the results found in the correlations, poor communication with superiors, lack of professional development opportunities and lack of flexibility in working hours. The company should take steps to address these issues and improve its employees' work experience and productivity.

Conclusions

The covid-19 outbreak at the end of 2019 marked an unprecedented milestone in human history and generated a disruptive impact on all areas of social, economic and working life. The logistics sector as a cornerstone of international trade was no stranger to this crisis. Containment measures, social distancing and restrictions on mobility caused global shortages, disrupted supply chains and challenged the ability of leaders to maintain the normal pace of their productive operations.

The research results confirm the importance of leadership in boosting labor productivity. The characteristics of an effective leader, such as recognition of good performance, open communication, motivation for continuous improvement and taking suggestions into account, contribute to creating a positive and productive work environment. From the findings, it can be inferred that the company adopts a strong foundation of positive leadership practices and a productive workforce. However, areas for improvement are identified to strengthen employee engagement, motivation and overall productivity.

Among the positive characteristics of leadership, employees' trust in their leaders' abilities and recognition of good performance stand out. Open and collaborative communication is encouraged, in which leaders consider employee suggestions, thus contributing to a high level of commitment. It is noteworthy that Coltrans offers independent term contracts directly with the company, respects work schedules, and promotes good interpersonal relationships between leaders and lower-ranking employees, which strengthens productivity and creates a positive work environment.

However, areas for improvement are identified, such as the lack of clarity in the roles and responsibilities of some employees, and the perception that performance is not fully aligned with their skills and knowledge. To address these areas for improvement, it is recommended to strengthen role clarity and employee development, implement broader recognition and motivation programs, and foster a culture of continuous improvement throughout the organization. By investing in its human capital and adopting effective leadership practices, Coltrans can strengthen its operations, improve employee satisfaction, and achieve higher levels of productivity and long-term success by facilitating the creation of a work environment where leaders inspire and motivate their employees, drive productivity and the achievement of organizational goals.

Finally, it is worth mentioning that, among the main limitations of the study is the fact that

did not calculate the margin of error and was limited to descriptive statistics and correlations, which restricts the generalizability of the results. Future research could incorporate more in-depth statistical analysis and explore the relationship between variables with inferential techniques.

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