

Leadership styles in the Chilean newsrooms: study of managers' self-perception

Estilos de liderazgo en las redacciones chilenas: estudio de la autopercepción de los directivos

Estilos de liderança nas salas de redação chilenas: estudo da autopercepção dos gerentes

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ABSTRACT

Technological changes, reduced entry barriers and greater international competition have led to a series of disruptions in the media industry, which is experiencing a constant transformation, as well as dealing with the difficulty of finding a profitable business model. Leadership, teamwork, creativity and innovation arise as answers to face this scenario. This study surveys the self-perceived leadership of directors and general editors of Chilean media. Based on the application of the Multifactor Leadership Questionnaire (MLQ5x), we surveyed the main characteristics of leadership according to the perception of those who run the newsrooms in national media. Charisma, inspiration and integrity are the most repeated traits in the self-perception of directors and editors, leading them to see themselves as transformational leaders.

Keywords: transformational leadership; mass media; newsroom; Chile; Media industry.

RESUMEN

Los cambios tecnológicos, la reducción de las barreras de entrada y la mayor competencia internacional han provocado una serie de trastornos en la industria de medios, que experimenta constantes transformaciones, además de la dificultad de encontrar un modelo de negocio rentable. El liderazgo, el trabajo en equipo, la creatividad y la innovación surgen como respuestas para enfrentar este escenario. Este estudio hace un levantamiento respecto de la autopercepción de liderazgo de los directores y editores generales de medios informativos chilenos. Con base en la aplicación del Multifactor Leadership Questionnaire (MLQ5x), se revelaron las principales características del liderazgo de acuerdo a la percepción de quienes dirigen las salas de redacción en medios nacionales. El carisma, la inspiración y la integridad son los rasgos más repetidos por los directores y editores, lo que los lleva a considerarse líderes transformacionales.

Palabras clave: liderazgo transformacional; medios de comunicación; salas de prensa; Chile; industria de comunicación.

RESUMO

As mudanças tecnológicas, a redução das barreiras de entrada e uma maior concorrência internacional causaram uma série de mudanças na indústria da mídia, que experimenta transformações constantes, bem como a dificuldade de encontrar um modelo de negócio lucrativo. Liderança, trabalho em equipe, criatividade e inovação, aparecem como respostas para enfrentar esse cenário. Este estudo realiza um levantamento sobre a autopercepção da liderança de diretores e editores em geral da mídia chilena. Com base na aplicação do Multifactor Leadership Questionnaire (MLQ5x), relevaram-se as principais características da liderança, de acordo com a percepção dos que dirigem as salas de redação na mídia nacional. Carisma, inspiração e integridade são os traços mais repetidos pelos diretores e editores, o que os leva a se considerarem líderes transformacionais.

Palavras-chave: liderança transformacional; mídia; salas de imprensa; Chile; indústria de comunicação.

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INTRODUCTION

For more than a decade, the media industry has undergone a relevant transformation. The difficulty of finding a solid business model that allows the operations to be profitable in the digital format was added to the changes in consumption patterns. The Digital News Report (Newman, Fletcher, Levy, & Nielsen, 2016), prepared by the Reuters Institute, states that in most of the 26 countries studied there is a loss of jobs that translates into stiff competition to reduce costs and slow down the income decline. It seems that the perfect storm is being lived. Chile has not escaped this situation and constantly –for several years now– the disengagements that occur in media companies appear in the press.

This is due to the emergence of competitors that come from outside this industry, hitting the business hard. The audience shift to new platforms has influenced the decline of advertising, copies and number of subscribers. Data from IAB Chile (2016) (Interactive Advertising Bureau) and the Asociación Chilena de Agencias de Publicidad [Chilean Association of Advertising Agencies] (2017) show how digital platforms such as Facebook and Google, to name the main ones, have gained ground. If in 2007 the total online investment reached 1.46%, 2016 accumulated 16.8%. Worldwide, according to data provided by the Pew Research Center, since 2015 these firms account for 70% of digital advertising, displacing their competitors to secondary positions (Mitchell & Holcom, 2016).

In this complex scenario, doing the same thing as before, or something slightly similar, is no longer a formula for success. It is common to find a high turnover of executives who try to find new financing models (Dal Zotto & Van Kranenburg, 2008). Thus, some executives of Chilean television channels do not complete even one year in their positions (Cooperativa, 2016) and others attribute the industry's difficulties in managing their organizations to "volatility" (Obilinovic, 2016).

The written press has not been unaffected by these problems either. According to data from the Asociación Nacional de la Prensa [National Press Association] (2016a), the readership of paid national newspapers has decreased by 30% between 2007 and 2016, and the weekly and biweekly magazines had a fall of 20.3% (Asociación Nacional de la Prensa, 2016b). In the case of radios, there have been changes of ownership tending to consolidate those broadcasters that belong to conglomerates that apply economies of scale to be competitive.

Given the above, studying leadership in the media is becoming increasingly relevant. The constant changes suffered by this industry, added to the fall of the entry barriers, digitalization and the democratization of media, suggest that people become the key asset for the economic and editorial success of the media, which allows surviving in an increasingly dynamic and competitive market. This is how the demands of leadership migrated towards the soft skills that, combined with the ability to motivate the team and the flexibility and agility to adapt to the changes (Koryak, Mole, Lockett, Hayton, Ucbasaran, & Hodgkinson, 2015), seem to be the way to get good results (Koccedil, 2011). To that, nowadays, we should add rectitude, fundamental value for the news media in the so-called post-truth era (Peters, 2017). False news blurs the lines between fiction and nonfiction, challenging journalistic practices and increasing the number of professionals who use simulated news to challenge the limits of what is news and how they are created (Berkowitz & Schwartz, 2016).

Peters (2017) points out that this phenomenon began to avoid public discussion in an information cycle that does not stop during the day. It is in this process of overabundance that some media ideologically champion and deliberately distort the truth. In addition, there are interest groups that use analytical data knowledge to improve their appearance by drawing attention to untruthful information (Harsin, 2015). Chile has not been the exception and, in recent months, cases have been uncovered both in the written press and on television. The newspaper *La Tercera* was affected by a series of collaborations by its correspondent in Spain, who invented a dozen articles and interviews, the most resounding being that of former Spanish President José Rodríguez Zapatero, who is a mediator in the Venezuelan situation (La Tercera, 2017). The most emblematic case, however, was the article in the magazine *Revista Sábado*, of *El Mercurio*, which revealed the lies of a person who claimed to have killed 12 delinquents in self-defense and who was interviewed on various occasions by channels, newspapers and radios, without any type of questioning: neither to his acts, nor to the data and facts described (Fluxá & Galarce, 2017).

Thus, the leadership in the newsrooms takes relevance due to the challenges that the industry faces. Directors and editors are required, with high professional standards, to guide their teams, motivate them and always seek to reflect the truth without

falling into siren songs, which could allow them to improve their numbers in the short term, but will end up damaging the brand and image of their companies in the long run.

The aim of this work, which is the first phase of a research project, is to know the self-perception of directors and editors of Chilean news media regarding their leadership characteristics. We seek to know what these characteristics are, discovering what style of leadership they are developing and knowing whether or not they are in line with the necessary innovations required by the industry in order to maintain their current products. In a future second stage, journalists and other professionals inside the newsrooms will be studied, to be able to contrast those results with these.

TRANSFORMATIONAL LEADERSHIP: INNOVATING IN FAVOR OF THE ORGANIZATION

In every company, including the media, the laborious path of leadership has become a crucial element (Christensen, Allworth, & Dillon, 2012) to obtain competitive advantages (Jaiswal & Dhar, 2015) in a market saturated with offers. Actors coming from outside, such as Netflix and YouTube, changed the way of consumption of audiovisual content. So did Spotify and Apple Music, which modified the value chain and the music business. For that reason, the media industry needs leaders who are capable of facing those challenges and look for new businesses that allow them to make their products profitable and not only depend on subscriptions or advertising sales (WAN-IFRA, 2017).

All these tasks are linked to the development of creative and innovative environments (Johnson, Kompare, & Santo, 2014). Gillet and Vandenberghe (2014) showed that the development of leadership programs to motivate workers contributes to obtain extraordinary returns thanks to positively influencing better knowledge and job satisfaction. Beam (2006) conducted a study of more than 1,100 journalists in the United States, in which he determined that the professionals who were most satisfied with their work were those who considered that their bosses valued good journalism, good practices and motivated their work teams, something that in many places has been lost by the cost reductions that hundreds of journalistic companies are suffering.

Different authors (Fairhurst & Connaughton, 2014; Peters, 1987; Bennis, 1989; Kotter, 1982; Lynn,

1987; Vroom & Jago, 2007; Yukl, 2002; Northouse, 2016) have listed the particularities that leaders must possess. They can be grouped into the following characteristics: (1) have a clear idea of what they want to do; (2) reflect passion for what they do and convey inspiration; (3) be honest, sincere and reliable, but also (4) curious and bold. For Bass & Bass (2008), leaders are different people, they are individuals who help develop attractive environments in the eyes of workers, projecting improvements, combining motivations; thus, they achieve that people generate results that make a difference.

One of the main criticisms heard frequently about the lack of leadership in the media is the short-term vision that many managers have. For many, the only obsession happens to be the increase in profits, regardless of what happens in the future with audiences or the valuation of their brands. In addition, it has been demonstrated that decisions oriented exclusively to obtain immediate results, without thinking about quality, ultimately generate more harm than benefits (Pérez-Latre & Sánchez-Tabernero, 2012).

During the last years, different leadership classifications have been developed, which makes it difficult to narrow the term to one definition (Northouse, 2016). However, most of them share a point of view: leadership implies a process of influence and all leaders have one or more followers (Vroom & Jago, 2007). In recent history, academics have directed their studies to differentiate and classify the different styles, approaches or types of leadership, the transformational being the one that has concentrated the most attention (Solà, i Badia, Hito, Osaba, & García, 2016; Durán & Castañeda, 2015).

As it can be seen, the changes that the leaders provoke in their followers is the common denominator that the different authors give. To achieve this, they ensure that leaders must work to generate high levels of engagement and appeal to long-term motivations (Tansky & Cohen, 2001). As a result, a series of positive attitudes are generated (Hu, Wayne, Bauer, Erdogan, & Liden, 2016) that make it possible to solve problems and face new challenges with greater openness to feedback, enriching processes in all directions (Gillet & Vandenberghe, 2014): chiefs more willing to listen and more collaborative employees.

Considering the differentiating characteristics of the communication industry, whose results are very difficult to predict due to the high degrees of uncertainty and volatility (Benavides, 2012; Picard, 2002), we

can see that it is a sector in which people are very relevant in the final result. An analysis conducted by McKinsey (in Aris & Bughin, 2012) demonstrated that the uncertainty and volatility of the sector regarding other industries is much greater, that is, the price of an asset during a certain time fluctuates much more than in other sectors. To this we must add that revenues tend to be cyclical, because the advertising investment, which is the main and often only source of financing, is linked to the behavior of the economy.

This generates a high level of vacillation that, combined with the high production costs, represents twice the risk that, for example, the pharmaceutical industry. Therefore, the correct management of talent, teamwork and the ability of leaders to adapt to changes is a well-liked asset in media organizations (Küng, 2013).

In recent years, transformational leadership has been the most studied style (Wang, Oh, Courtright, & Colbert, 2011). It is based on the process by which the individuals who compose the organization are changed and transformed. It is a leader who gets those who work with him/her to stop thinking only about individual goals and join the collective ones (Rubin, Munz, & Bommer, 2005). They are professionals who set demanding but achievable performance goals, with expectations that future results will be better than the current ones (Jackson, Meyer, & Wang, 2013).

Burns (1978) identified transformational leadership as that leader who appeals to the intrinsic motivations to generate changes in the work team, while Bass (1985) describes it from the effects it produces on his/her followers, with self-esteem and motivation being the main tools of change to achieve high performance standards.

The main components of transformational leadership can be grouped into five dimensions: (1) *charisma*, which corresponds to the degree to which the leader behaves in such a way that causes followers to identify with him/her (Li & Yuan, 2017); (2) *idealized influence* (attributed and behavioral), which allows to know if the leader is perceived as confident and powerful, focused on high order ideals, beliefs and ethics (Veríssimo & Lacerda, 2015); (3) *inspirational motivation*, mechanism through which the leader articulates the vision and stimulates its collaborators (Sun & Henderson, 2017) with future objectives; (4) *intellectual stimulation*, defined as a questioning of the actions traditionally carried out in the organization, that is, to break the status quo, and (5) *individualized consideration*, that the leader treats each subordinate differently, according to their needs and abilities.

Traditionally, transformational leadership has been compared to transactional leadership, in which leaders use negotiation with subordinates in exchange for achieving organizational objectives and goals (contingent reward). In addition, they usually monitor closely the activities of their subordinates to avoid possible errors or deviations from established procedures and rules (management-by-exception active) (Bass & Riggio, 2006).

To achieve the expected performance, this type of leaders motivates subordinates to act as expected, unlike the transformational, which inspires followers to exceed their own expectations (Hermosilla, Amutio, da Costa, & Páez, 2016) or *laissez-faire* (absence of leadership), which occurs when leaders avoid making decisions and are not present to clarify doubts or solve problems (Bass, 2008).

Transformational leadership is also related to organizational achievement, commitment, satisfaction and trust on the part of subordinates, as well as their effectiveness in transformational teams and organizations, where the value of results is not only beneficial for them, but also for the entire organization (Men, 2014). Wang, Oh, Courtright and Colbert (2011) came to the conclusion, after analyzing the last 25 years of research, that transformational leadership tends to be a robust predictor of performance outcomes.

It should be considered that this type of leadership is not static and moves according to the needs of the organization. Therefore, it becomes a style that can be very useful in the media, which constantly face dizzying changes with new actors that modify the rules of information consumption (Jenkins, Ford, & Green, 2013).

Another key to transformational leadership is that it knows how to anticipate actions –something that traditional media has perhaps lacked– and explain and set goals so that people feel valued for their intelligence, creativity and the measurable contribution that they make to the organization (Jackson, Meyer, & Wang, 2013). If we add to that the changes in the labor market, where people seek to participate in projects in which they develop their intellectual capacity and have mobility options within the company, the need is even greater. Different industries have already begun to develop new ways, beyond the merely economic, to attract people (Garavan, O'Donnell, McGuire, & Watson, 2007). This new vision of the world of work requires differentiating efforts to acquire, retain, motivate and develop talent (Bravo, Seibert, Kraimer,

Wayne, & Liden, 2017) that organizations need to operate efficiently and competitively (Frank, Finnegan, & Taylor, 2004). It is not uncommon to find companies that have difficulties to form work teams that meet their needs and the complaints of executives regarding a shortage and deterioration of the people needed to lead the most critical divisions of organizations are frequent (Colbert, Barrick, & Bradley, 2014).

The Washington Post is a good example of what needs to be done. A couple of years ago, they created the program The Talent Network, which allowed them to add more than two thousand journalists around the world, many of them freelancers, others retired and some in exercise, but with time available (King & Ockles, 2016). Thus, they built a powerful network of collaborators that allows them to make quality news coverage, practically anywhere in the world.

Djibo, Desiderio and Price (2010) concluded that the behavior of transformational leaders allows to generate commitment on the part of workers and reduce the increasingly common staff rotation, which generates extra expenses to organizations. Chile is not the exception. Mellado, Salinas, Valle and González (2010) confirmed this with a study conducted in four large regional capitals, including Santiago, to analyze the labor market and the profile of the journalist. The conclusions showed that seven out of ten journalists have had between two and up to fifteen different jobs in the last three years, with professionals under 40 years of age having the highest mobility rates.

The new working conditions demand an emphasis on the development of leadership skills within organizations and trying to raise the level of commitment to high levels. For that, we must appeal, mainly, to the intrinsic motivations that have been identified as an important driver of creativity and innovation in the workplace (Oldham & Cummings, 1996; Shin & Zhou, 2003). Atmojo (2015) showed that transformational leadership significantly influences job satisfaction and organizational commitment, which in turn has a positive influence on the performance of journalists (Flores & Subervi, 2014). This virtuous circle (motivation, commitment, job satisfaction) will make possible the stimulation of the intellectual aspect, opening spaces to processes that lead to new knowledge both in the technological field (Dougherty & Hardy, 1996) and in format and content.

Creativity is one of the first steps to generate innovative organizations (Amabile, 1998) and its development is beneficial for the success of the company

(Henker, Sonnentag, & Unger, 2015). In today's world, companies must aspire to become increasingly creative environments and take advantage of the benefits it generates. Thus, creativity within the company should be seen as a long-term commitment and not as a quick way to find solutions to current and specific problems (Andriopoulos, 2001). If before these issues were only approached from the perspective of productivity, nowadays the importance of creativity has been understood as a necessary factor to be developed in order to consistently meet the organization's objectives.

Gershon (2001) states that the leaders of media companies must create procedures and policies that support the implementation of creativity and innovation as a necessary pillar to face ultra-competitive scenarios. Something Martin Baron (2016, p. 45), director of the Washington Post, is responsible for confirming: "We are all working hard, but now we must work smarter. The key is technology... if we want to earn money, innovation and creativity in the area of revenue should match what we see in the newsroom".

After studying in detail the IT industry in India, Mittal and Dhar (2015) came to the conclusion that one of the most effective ways that companies have to achieve their competitive advantages depends on the development of creative processes, as well as of the generation, retention and development of knowledge in its interior. For that, organizations need are formal processes in which the creative knowledge is shared, so that the efforts to find different solutions to the daily problems are added and that way of working becomes a reiterative process (Wang, 2010). It is the task of the leaders to encourage their collaborators to break the status quo and look for alternative routes (Kark & Van Dijk, 2007) to connect with an increasingly elusive audience.

Transformational leadership proactively assumes that, if the head of the company works on finding creative solutions, all areas and departments will also do so. Thus, managers will have more options to achieve differentiating results even in ordinary tasks (Mittal & Dhar, 2015). This style of leadership has proven to be the best way to inspire followers (Wang & Cheng, 2010) since, by adopting a transformational style, people can develop and improve their skills. If this becomes reiterative, it can generate processes that lead to relevant innovations.

The componential model of Amabile (1998) establishes that creativity is the first step for innovation. In his opinion, creativity arises from the interaction of

a series of elements (environment, experience, creative thinking and motivation) that influence the behavior of a person throughout his or her working life. The first impact is generated by the environment in which the person develops. For that reason, in more competitive environments there are more possibilities to increase creativity. A second factor that impacts creativity is the experience that each person has. Everything that a subject knows and dominates can be transformed into novel solutions for the organization. In addition, insofar as individuals feel that the leader supports them and fosters knowledge (Wang, 2010), the feeling of contribution is greater.

Zhang and Bartol (2010) studied in depth the relationship of the employees with their superiors and deduced that the higher the level of involvement between the people, the leader and the organization in the creative process, the more possibilities there are to obtain returns over the average. For that reason, regardless of the type of industry in which it operates, innovation has become a fundamental element to achieve long-term results (Hon, 2012). Thus, the business motto is fulfilled: everything that does not grow, disappears. Innovation and creativity, which are intrinsically linked, are the main weapons to combat failure (Robinson & Beesley, 2010), because without change companies are falling behind and, today, staying behind can be fatal. It is necessary to establish new processes to create and generate value (Nieves, Quintana, & Osorio, 2014).

Transformational leadership is called to perform these tasks, since it has been shown that the more support, the greater the degree of innovation (Cerne, Jaklic, & Škerlavaj, 2013). These changes must be accompanied by strategies and new business models that allow creating and capturing value (Afuah, 2014), challenging the established.

Aris and Bughin (2012) affirm that the challenge in the media industry to keep organizations at the top is to understand that it is a people-for-people business, in which the content creators are in charge of creating the product that is marketed day after day. The better the leadership that allows developing to the maximum the capacities of each one of the members, the better will be the result that that company will be able to obtain. In this vein, Sánchez-Tabernero (2008) assures that leaders must consciously work on the motivation of subordinates so that they develop useful and attractive tasks. Baron (2016) reaffirms this when commenting that journalists always have something significant that motivates them,

and leaders must appeal to that sentiment to lead their teams into creating successful products.

METHODOLOGY

The general objective of the study is to find out if the directors and editors of Chilean news media perceive themselves as transformational leaders and if they consider that the current scenario (digital changes and the entry of new actors) requires a new style of leadership within their organizations.

Thus, the specific objectives of this study are: (I) to describe and know the self-perception of the leadership styles that the directors and editors of Chilean news media have; (II) to determine if in the Chilean media they are, or not, distinctive features of transformational leadership (innovation, creation of value and development of an internal culture that promotes talent and teamwork), and (III) to know if the influence of variables such as size, support, type of ownership and years of the company are relevant aspects for the promotion of innovation and creativity (fundamental properties of leadership) within these institutions.

In order to comply with the general objective of this work, we applied a structured questionnaire consisting of three parts and which allows knowing the behavior and styles of leadership. In the first part, we used the Multifactor Leadership Questionnaire 5X, commonly known as MLQ5x, developed by Avolio and Bass (2004). This instrument has been validated for different countries and activities (Mittal & Dhar, 2015; Qu, Janssen, & Shi, 2015; Hartog, Mujen, & Koopman, 1997; Pilbeam, Doherty, Davidson, & Denyer, 2016; Zwingmann, Wegge, Wolf, Rudolf, Schmidt, & Richter, 2014) and some consider it to be the best method to measure transformational leadership (Özaralli, 2003; Kirkbride, 2006)¹.

MLQ5x is a multidimensional tool that enables self-evaluation; in this case, to know how the directors and editors perceive themselves regarding their style of leadership. Through 45 statements, it allows identifying and measuring the aspects of transformational leadership mentioned above. It also enables to recognize the characteristics of a transformational leader, by including nine items related to effectiveness, employee satisfaction and extra effort. The total questions are grouped into three dimensions: transformational leadership, transactional leadership and corrective leadership, which in turn are divided into nine variables (see table 1). All the items were answered using a Likert

scale of five points, where 0 = totally disagree and 4= totally agree.

Once the MLQ5x questions were completed, the participants had to answer the second part of the questionnaire to meet the second specific objective of this work. In order to establish the relationship between leadership and creativity and innovation, we used an instrument developed by Zhou and George (2001). The questions were grouped into five items: motivation, innovation, audience, participation and talent. The third and final part of the questionnaire, which aims at the specific objective number three of this research, aims to establish whether the differences in size, age and ownership of the organization have any relationship with leadership, the culture of innovation and creativity.

To apply this questionnaire, we used two mechanisms. The first was sending an email with the self-application questionnaire to a database of 200 directors and editors of media (television, radio, newspapers, magazines and digital media) of Santiago and regions (Antofagasta, Iquique, Valparaíso, Concepción, Ñuble, Araucanía and Los Lagos) during the months of September, October and November 2016. This database was built thanks to a mixed strategy. First, we contacted with national and regional coverage media in Chile to obtain the email address of potential participants. Later, we used the snowball technique (Bryman, 2012; Gilbert, 2008), which allows people who agree to collaborate to provide data from other possible directors and editors.

The email was sent individually to protect the identity and anonymity of each of the potential participants.

In the message, they were informed of the purpose of the study and its objectives. They were also assured of confidentiality in the treatment of the data, without their answers being identified in a particular way. Under this modality, we got 12 responses.

As a second mechanism, and to increase the degree of participation, media (of the four types of support) with national coverage and with greater diffusion in terms of audience and circulation were visited in Santiago, so that its directors and editors could answer the questionnaire face to face. Thus, we obtained the remaining 40 responses, reaching a final n of 52. Of all of these, 6 are directors and 46 editors. Of them, 15 work in television channels, 26 in the written press, 6 in radio and 5 in digital media.

RESULTS AND COMMENTS

When analyzing the results of the first part of the questionnaire, the *mean* (average) and the standard deviation (SD) of the responses were calculated to know the leadership self-perception of the directors and editors of the media that participated in the sample. The standard deviation is the numerical index that shows the dispersion of a data set; the smaller it is, the greater the concentration of data around the mean. This means that there was a greater number of responses with the same rank (Salkind, 1999).

Figure 1 reflects a snapshot of self-perception, in which we observe that most participants define themselves as a transformational leader by obtaining an average score of 3.17. This means that the participants answered quite

Variables	Indicators	Acronym	Number of items in the questionnaire
Transformational leadership	1. Idealized attributed influence	IAI	20
	2. Idealized behavioral influence	IBI	
	3. Inspirational motivation	IM	
	4. Intellectual stimulation	IS	
	5. Individualized consideration	IC	
Transactional leadership	1. Contingent rewards	CR	9
	2. Management-by-exception active	MBE-A	
<i>Laissez-faire</i> leadership	1. Management-by-exception passive	MBE-P	9
	2. <i>Laissez-faire</i>	LF	

Table 1. MLQ variables

Source: Own elaboration.

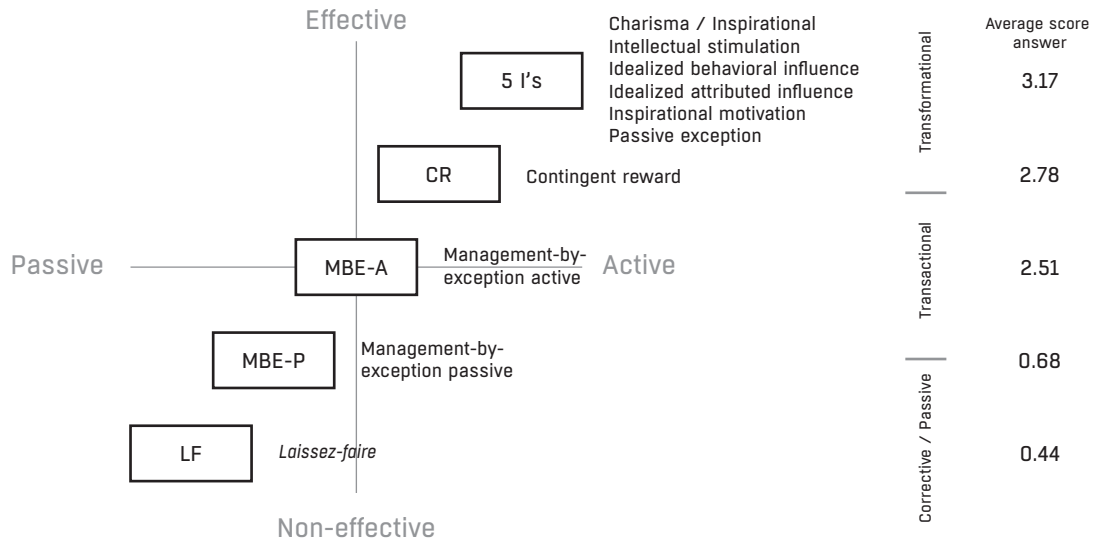


Figure 1. Snapshot of leadership styles

0: Never; 1: Occasionally; 2: Sometimes; 3: Often; 4: Always or almost always

Source: Own elaboration.

frequently that they consider themselves effective and active leaders in the relationship with their subordinates and in the way they manage their newsrooms.

According to the results obtained (table 2), the directors and editors consider themselves as transformational leaders, with inspirational motivation (*mean*: 3.29) being the indicator with the highest average. This can be interpreted as people who believe that they manage to inspire others, articulate simple shared goals and understand what is right and important, provide insights into what is possible and how to achieve goals, and enhance the meaning and promote the expectations of what needs to be done (Avolio & Bass, 2004). All of the above are desirable traits in the media industry, where workers who are more satisfied, motivated and inspired by their bosses manage to be more pleased with their jobs which, according to the evidence, translates into more productive workers (Czech & Forward, 2013).

Another indicator that shows a high score is the idealized behavioral influence (*mean*: 3.26), which responds to those who act with integrity. High scores on this scale are typical for leaders who show positive and highly valued behaviors, such as mastery, awareness, self-control, optimism and self-efficacy (Avolio & Bass, 2004). They talk about their most important values and beliefs and almost always consider morals and ethics. Iaoming, George and Cong (2010) demonstrated that for journalists the value of integrity is very important

in order to fulfill their public mission and to commit themselves to the objectives assigned to their tasks. These types of leaders are also dedicated to building a shared sense of vision and mission for the team.

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A third indicator that receives a high valuation is intellectual stimulation (*mean*: 3.24). This dimension encourages innovative thinking, stimulates the ideas and values of the people who work with the leader, encourages them to question the forms of work and processes that may be obsolete or inappropriate to solve a certain problem (Avolio & Bass, 2004), they foster creativity and efficiency, and are also people who intellectually stimulate the rest. This feature can

Variable	Mean	SD	Range
Idealized behavioral influence	3.26	0.87	0-4
Idealized attributed influence	2.92	1.09	0-4
Inspirational motivation	3.29	0.76	0-4
Intellectual stimulation	3.24	0.75	0-4
Individual consideration	3.18	0.9	0-4
Contingent reward	2.78	0.72	0-4
Management-by-exception active	2.51	1.04	0-4
Management-by-exception passive	0.68	0.89	0-4
<i>Laissez-faire</i>	0.44	0.87	0-4

Table 2. Mean and standard deviation (SD)

The values are the mean obtained from a Likert scale of five points per element (0=never, 1=occasionally, 2=sometimes, 3=often, 4=always) n: 52 for all answers.

Source: Own elaboration.

be useful for news media that need to challenge old practices and join the new forms of consumption that audiences demand (Jenkins, Ford, & Green, 2013).

The characteristics least self-perceived by the editors are those related to the absence of leadership (*laissez-faire* and management-by-exception passive) that corresponds to the style of leadership that does not assume the responsibilities and assigned duties (Skogstad, Einarsen, Torsheim, Aasland, & Hetland, 2007). The mean for these responses was 0.68 and 0.44, respectively. That is, the participants in this study perceive themselves as leaders who are always present, make decisions, resolve doubts and act to solve problems.

When debugging the data and comparing the results by type of media (see table 3), there are some differences between the indicators analyzed and the way in which the study participants self-perceive leadership. In the case of written press (newspapers and magazines) and radio, professionals consider that their style is based mainly on inspirational motivation, that is, those people who passionately communicate a future idealistic organization that can be shared (Hater & Bass, 1988). Regarding television and web managers, there is a greater recognition of the idealized behavioral influence, which is the charismatic element of transformational leadership. In it, leaders become role models, admired and respected by their followers

(Gregory Stone, Russell, & Patterson, 2004). The idealized influence on leadership also implies integrity in the form of ethical and moral behavior (Tracey & Hinkin, 1998).

To measure the consistency of the indicators of the second part of the questionnaire, we conducted an exploratory factor analysis, complemented with the calculation of the Cronbach alphas of each one of them. Thus, nine of the 14 indicators could be grouped into three factors (see table 4): the first refers to the creation of public-oriented value, that is, how leaders, by quickly detecting the strategies of their competitors, the measurement of intangibles as a brand, the satisfaction and preferences of the audience and the promotion of engagement, can influence better performances. The second is directly related to innovation, since it groups variables such as the leaders' proposal to their employees to obtain specific innovation goals and the rewards received in return, many of them linked to new technologies, but also to the permanent training that makes it possible to improve performance. The third is associated with the development of the internal culture that allows an organization to remain competitive, since it groups variables such as retention and detection of talent, but also the impulse that leaders give to workers to propose ideas and take risks.

Regarding objective number three of this research, which sought to know if the influence of variables such

	Press		TV		Radio		Web	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Idealized behavioral influence	3.26	0.87	3.45	0.64	3.33	0.63	3.33	0.47
Idealized attributed influence	2.92	0.89	3.18	0.87	2.83	0.88	3.04	0.48
Inspirational motivation	3.29	0.79	3.31	1.04	3.46	0.6	2.92	0.91
Intellectual stimulation	3.24	0.89	3.42	0.77	3.31	0.58	3	0.2
Individual consideration	3.18	1.1	3.38	0.91	3.33	0.83	2.83	0.59
Contingent reward	2.59	1.02	3.48	0.86	3.25	0.85	2.92	0.44
Management-by-exception active	2.51	0.69	2.64	1.19	2.38	0.97	2	0.56
Management-by-exception passive	0.68	0.75	0.51	0.71	0.75	0.7	0.96	0.67
<i>Laissez-faire</i>	0.44	0.76	0.38	0.79	0.25	0.44	0.83	0.75

Table 3. Comparison of variables by type of media

Source: Own elaboration.

Indicators	Factor1	Factor2	Factor3	Uniqueness
Strategic decisions	0.6792	0.0249	-0.3004	0.4479
Worker satisfaction. brand value	0.5244	-0.1232	0.0351	0.7086
Knowledge of the audience	0.6104	0.0480	0.0396	0.6236
<i>Promote engagement</i>	0.8061	0.0931	0.1989	0.3019
Set innovation goals	0.0151	0.6274	0.2968	0.5181
New technologies	0.0498	0.5889	0.0140	0.6505
Training to face changes	0.0901	0.7182	0.0993	0.4662
Take risks	0.2346	0.0681	0.6480	0.5205
Select and retain talent	-0.1162	0.3107	0.6282	0.4953

Table 4. Exploratory factor analysis

Note: The Cronbach alphas were calculated for each of the factors presented in Table 4, $p < 0.05$.

Source: Own elaboration.

as size, type of media, type of ownership and years of the company are relevant aspects for the promotion of innovation and creativity within these institutions,

we could establish that this relationship does not exist (third part of the questionnaire) (see table 5). 71% of respondents believe that small or large companies

Size	Small	Big	Indistinct	
	21%	8%	71%	
Ownership	Familiar	Diversified capital	Indistinct	
	2%	26%	72%	
Type of media	Press	Tv (pay+open)	Online	Indistinct
	8%	16%	68%	8%
Age	Young	Mature	Indistinct	
	26%	6%	68%	

Table 5. Type of company that favors innovation and creativity

Source: Own elaboration.

can indistinctly favor the culture of innovation and creativity. Something similar happens with the type of property, where 72% think that, to be innovative, it is not relevant if the organization is familiar or has its property diversified. Regarding the type of media, 68% believe that the online platform allows promoting more innovation and creativity. Regarding the age of the organization, 68% believe that the number of years does not matter when it comes to creation and innovation, while the same percentage considers that it is not relevant to promote these concepts.

GENERAL CONCLUSIONS AND FINAL CONSIDERATIONS

Leadership is an increasingly relevant issue in the area of management and, of course, also in media management, where good ideas carried out successfully become elements that make a difference (Gershon, 2015).

The results obtained in this study allow us to conclude that –although there is a degree of complacency on the part of the editors and directors regarding their self-perception of leadership– in this first empirically based exploratory cadastre they see themselves as transformative leaders, motivators and innovators, who manage to develop the talents and gain the trust of the people who work with (Northouse, 2016), thus responding to the general objective of this work. In fact, the main self-perceived characteristic is inspirational motivation, which allows to inspire their teams and fight for common goals (Avolio & Bass, 2004). Considering the current labor market, in which there is a high staff rotation, achieving consolidated and motivated teams can be a relevant advantage to stay competitive.

Based on the survey conducted, we could say that there is a concordance between theory and practice regarding transformational leadership. The theory establishes that it allows the generation of collaborative works (Rubin et al., 2005) and, in practice, they self-perceive as inspirational, behavioral and idealizing, innovative and promoters of teamwork, distinctive features of this concept, which meets the second objective of this work: to determine which qualities of transformational leadership are present in the Chilean news media.

While there are no significant differences between type of media (television, radio, written press and digital media), there are certain similarities between the directors and editors of the written press and web on the one hand, and radio and television on the other. Perhaps the characteristics and demands of each type of media make them self-aware, regarding their leadership style, in a similar way about what they have to do, somehow influenced by the increasingly common challenges and threats that each of them must face.

As for objective number three of this research, the directors and editors consider that neither the size nor the type of property are determinant for an organization to favor innovation and creativity; therefore, every organization is encouraged to make the necessary transformations to be able to stay competitive. To achieve that it will be the task of those who direct those companies (Drucker, 2014).

In a future second stage of this research work, which has been developed thanks to the support of Conicyt through its program Fondecyt N°11150020, it will be possible to contrast the self-perception of leadership with the perception of the people working with these

media editors and directors. Thus, we will see if there is agreement between the perceptions of both groups.

For future research, greater collaboration of companies and a greater willingness of professionals to participate in this type of studies will allow to have an even more exhaustive panorama of the reality of leadership in the media industry. Repeating it would also allow knowing the evolution in this topic, thus being able to compare the self-perception of media leaders in different periods.

In addition, triangulating the results by combining quantitative methods with qualitative techniques—such as participant observation or in-depth interviews with news editors and directors— could help complement the results obtained and contrast their self-perceptions with a better description of their interactions with their workers inside the newsrooms.

In future work related to leadership and the Chilean

media, questions such as the importance of leadership in retaining talent—to avoid what in more mature information markets is called juniorization (Goodman & Steyn, 2017), that has affected the quality in newsrooms—could be posed. It would also be interesting to measure the relationship between leadership and job satisfaction, considering the current challenges of the *traditional* news media, which must compete with new players, thus making talent management in a crucial role (Christensen, Allworth, & Dillon, 2012).

Another interesting point of view to explore could be to compare realities from the perspective of leadership and self-perception with other countries, to establish if there are similarities or differences regarding management styles, considering that the challenges they face are practically similar in all the world. What is clear is that the issue of leadership and the media is one on which much remains to be discovered.

FOOTNOTES

1. However, there is another current that believes otherwise. Reid (2009, p.5) asserts that “We should not therefore be overly surprised if any one theory emerges from all the others to claim the ascendancy, only to be undermined by others who hold sharply opposing views”, such as Northouse (2016), who states that the conceptual framework of transformational leadership is not entirely solid, because its components are not sufficiently distinctive to differentiate them from other leadership theories. While Muenjohn and Armstrong (2008) consider that although MLQ allows identifying the different types of leaders, they consider the full range model more appropriate to identify the variables that constitute the transformational and transactional leadership. It consists of three variables: activity, effectiveness and frequency, which, in the opinion of these authors, allows to better identify the characteristics of leadership. Others, such as Tourish (2013), are more extreme, “every study pointing to the dark side is met by a chorus of voices that present leaders as saints, commanders, architects and pedagogues” (p. 4) such metaphors are used by leaders who want to present themselves as indispensable people. Yukl (1999) makes his criticism from the methodological point of view by stating that, in order to improve the tool, the explanatory processes should be described better, some behaviors should be added, the limiting conditions (situational variables) should be better described and the bias towards the heroic conceptions of leadership should be corrected. Likewise, it should be established with greater certainty that transformational leadership, through trust, makes it possible to increase commitment to the task and self-efficacy. Hoyt and Blascovich (2003) took up this challenge and with the same variables that Yukl considered insufficient to prove the validity of the theory, they could conclusively prove that trust is seen as the key ingredient that led followers to better perform their chores. Something similar was done by Hermosilla et al. (2016), who demonstrated in a study conducted in the Basque Country that transformational leadership predicts the motivation to work extra, adding the nuance that satisfaction has more weight than effectiveness in reinforcing motivation. Likewise, they could verify that by reinforcing efficiency and satisfaction indirectly, motivation increases.

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