MULTIDISCIPLINARY JOURNAL EPISTEMOLOGY OF THE SCIENCES

Volume 2, Issue 3
July–September 2025

Quarterly publication

CROSSREF PREFIX DOI: 10.71112

ISSN: 3061-7812, www.omniscens.com

Multidisciplinary Journal Epistemology of the Sciences

Volume 2, Issue 3
July–September 2025

Quarterly publication
Made in Mexico

The Multidisciplinary Journal Epistemology of the Sciences accepts submissions from any field of knowledge, promoting an inclusive platform for the discussion and analysis of epistemological foundations across various disciplines. The journal invites researchers and professionals from fields such as the natural sciences, social sciences, humanities, technology, and health sciences, among others, to contribute with original articles, reviews, case studies, and theoretical essays. With its multidisciplinary approach, it aims to foster dialogue and reflection on the methodologies, theories, and practices that underpin the advancement of scientific knowledge in all areas.

Contact: admin@omniscens.com

The opinions expressed by the authors do not necessarily reflect the stance of the publication editor.

Total or partial reproduction of the content of this publication is authorized without prior permission from Multidisciplinary Journal Epistemology of the Sciences, provided that the full source and its electronic address are properly cited.

Legal Disclaimer

Multidisciplinary Journal Epistemology of the Sciences Vol. 2, Issue 3, July-September 2025, is a quarterly publication edited by Dr. Moises Ake Uc, C. 51 #221 between 16B and 16C, Mérida, Yucatán, Mexico, C.P. 97144, Tel. 9993556027, Web: https://www.omniscens.com, admin@omniscens.com. Responsible Editor: Dr. Moises Ake Uc. Rights Reservation No. 04-2024-121717181700-102, ISSN: 3061-7812, both granted by the Instituto Nacional del Derecho de Autor (INDAUTOR). Responsible for the last update of this issue: Dr. Moises Ake Uc, last modification date: July 1, 2025.

Multidisciplinary Journal Epistemology of the Sciences

Volume 2, Issue 3, 2025, July–September

DOI: https://doi.org/10.71112/cwq0rg11

HYBRID NARRATIVE LEADERSHIP: THE NEW ARCHITECTURE OF MANAGERIAL JOURNALISM IN EMERGING MEDIA OF THE COLOMBIAN CARIBBEAN

LIDERAZGO NARRATIVO HÍBRIDO: LA NUEVA ARQUITECTURA DEL PERIODISMO GERENCIAL EN MEDIOS EMERGENTES DEL CARIBE COLOMBIANO

Javier Alfonso Mendoza Betin

Colombia

DOI: https://doi.org/10.71112/cwq0rg11

Hybrid narrative leadership: the new architecture of managerial journalism in emerging media of the Colombian Caribbean

Liderazgo narrativo híbrido: la nueva arquitectura del periodismo gerencial en medios emergentes del Caribe Colombiano

Javier Alfonso Mendoza Betin

j.mendozabetin@gmail.com

https://orcid.org/0000-0002-8355-8581

UNINI México

Colombia

ABSTRACT

This study analyzes the convergence between journalism and management in both traditional and emerging media in Cartagena de Indias, introducing the concept of hybrid narrative leadership as a novel analytical category. Through a mixed-methods approach (quantitative and qualitative), it demonstrates how journalists who take on managerial roles develop hybrid competencies—narrative, ethical, communicative, and managerial—that positively influence innovation, organizational culture, and media sustainability. The results, derived from structural equation modeling and four in-depth ethnographies, validate the hypothesis that these leadership roles are not accidental but rather legitimate expressions of a new model of adaptive, situated, and ethical management. The study proposes a research agenda to strengthen media ecosystems from interdisciplinary perspectives, emphasizing the importance of public policy, university training, and communicative leadership in fragile yet transformative contexts such as the Colombian Caribbean.

Keywords: hybrid narrative leadership; hybrid competencies; traditional and emerging media; managerial journalism; organizational sustainability.

RESUMEN

Este estudio analiza la convergencia entre periodismo y gestión gerencial en medios tradicionales y emergentes de Cartagena de Indias, proponiendo el concepto de liderazgo narrativo híbrido como una categoría analítica novedosa. Mediante un enfoque mixto (cuantitativo y cualitativo), se demuestra cómo periodistas que asumen funciones directivas desarrollan competencias híbridas —narrativas, éticas, comunicativas y de gestión— que inciden positivamente en la innovación, la cultura organizacional y la sostenibilidad de sus medios. Los resultados, obtenidos mediante modelos de ecuaciones estructurales y cuatro etnografías en profundidad, validan la hipótesis de que estos liderazgos no son accidentales, sino expresiones legítimas de un nuevo modelo de dirección adaptativo, situado y ético. El estudio propone una agenda investigativa para fortalecer los ecosistemas mediáticos desde perspectivas interdisciplinarias, destacando la importancia de políticas públicas, formación universitaria y liderazgo comunicativo en contextos frágiles pero transformadores como el Caribe colombiano.

Palabras clave: liderazgo narrativo híbrido; competencias híbridas; medios tradicionales y emergentes; periodismo gerencial; sostenibilidad organizacional.

Recibido: 9 de julio 2025 | Aceptado: 23 de julio 2025

DOI: https://doi.org/10.71112/cwq0rg11

INTRODUCTION

Over the past decades, the media ecosystem has undergone radical transformations that have blurred the traditional boundaries between the roles of storyteller, manager, and leader. In particular, the rise of emerging media—digital, community-based, and independent—has revealed an increasingly common trend: journalists taking on managerial roles without formal training in management, but with a set of competencies acquired through the practice of narrative work. This reality, though growing, has been scarcely analyzed from a scientific perspective that links the organizational with the communicational, the narrative with the strategic.

In this context, the convergence between journalism and management ceases to be an operational coincidence and becomes a hybrid leadership architecture that redefines the journalist's role as a complex organizational actor. This is a professional who not only informs but also manages, mobilizes, and makes decisions in environments marked by institutional responsible improvisation, narrative innovation, and pressure for sustainability. This figure—the journalist-manager—operates especially in regions such as the Colombian Caribbean, where structural inequalities and cultural vitality shape particular scenarios for the exercise of situated, ethical, and adaptive leadership.

However, despite the abundance of empirical experiences, academic literature on this convergence remains fragmented. Studies on journalistic innovation, digital entrepreneurship, or organizational communication predominate, yet few systematically analyze the professional transition processes of journalists into leadership roles, their hybrid competencies, and their impact on the organizational culture of media outlets. This gap is even more pronounced in regional contexts of Latin America, where management is often exercised through intuition, community-oriented vocation, responsible improvisation, and the narrative of the real.

This article addresses that gap through a mixed-methods study that combines quantitative and qualitative approaches to explore how hybrid competencies acquired through journalistic practice influence leadership style and organizational sustainability in emerging media in Cartagena de Indias. Through data analysis using structural equation modeling and four in-depth ethnographies, it proposes a theoretical and empirical framework to understand narrative leadership as a legitimate and effective form of management in both non-conventional and traditional media.

Thus, this work aims not only to provide empirical evidence on an underexplored phenomenon but also to introduce a new analytical category: hybrid narrative leadership, understood as a model of management that integrates ethics, crisis management, communication, and decision-making in contexts where institutional structures are fragile, but journalism's transformative vocation is irreplaceable.

Theoretical framework

The convergence between journalism and management caught the researcher's attention after recently completing a digital journalism course and writing his fourth short novel. Communication, innovation, technology, and processes are not only common factors between both constructs, but they also reveal the complementarity that exists between these two fields of knowledge, especially in the practice of both professions.

This theoretical framework is based on both theoretical and empirical scientific literature, highlighting the work of representative authors at the international level, in Colombia, and in the Caribbean region of the country.

This study conducts an approximate literature review related to the relevant paradigms, beginning with an analysis of the relationship between the constructs at the international level over the past 30 years. It also examines national and regional approaches during the same

period, as well as the contributions, currents, and taxonomy developed by the researcher based on the works of the authors consulted.

Finally, it identifies the existing knowledge gap and presents the hypotheses resulting from the analysis.

Journalism and Management: Toward a hybrid architecture of narrative leadership

Over the past three decades, the field of journalism has undergone a structural transformation driven by digitalization, the decline of traditional business models, and the emergence of new forms of organizational leadership. In this context, the intersection between journalism and management has shifted from being a blurred boundary to becoming a fertile ground for the study of leadership, organizational culture, and innovation in media.

Media management and organizational leadership

The pioneering contributions of Picard (2002) laid the foundation for understanding media economics as a field in its own right, linking financial logic with editorial decision-making. This was further developed by the approaches of Küng (2008), who explores strategic management in newsrooms from an adaptive perspective, and Albarran (personal communication, April 25, 2025), who delves into the operational leadership of electronic media in highly competitive environments.

From a structural perspective, Cottle (2003) and Örnebring (2013) analyze the behavior of internal hierarchies within media organizations, affecting professional autonomy and the exercise of leadership—key aspects for understanding the limitations and possibilities faced by journalists who take on managerial roles.

Professional culture, change, and leadership in newsrooms

In this field, Deuze (2007) and Witschge (2011) have focused on the professional culture of journalism as an ecosystem in constant tension between traditional values and emerging

dynamics. Along these lines, Singer (2011) introduces the concept of distributed leadership, analyzing how digital media foster horizontal structures based on citizen participation.

For their part, Schlesinger (1991) and Gans (1979)—although the latter predates the period under analysis, his work remains fundamental—provide theoretical tools to understand editorial decision-making within the framework of institutional powers and cultural constraints.

Contributions of classical and contemporary management

The field of management has contributed key concepts for analyzing organizational behavior in the media. Mintzberg (1973) criticizes the mechanistic view of the managerial role, offering a dynamic perspective on day-to-day managerial action. Drucker (1964), in turn, is an essential reference for the goal- and results-oriented approach applicable to editorial management.

In the context of change, Kotter (1996) provides tools for leading digital transformations, while Goleman (1995) introduces emotional intelligence as a core competency in journalistic teams. Added to this is Denning (2005), who connects leadership and strategic storytelling—a key convergence for journalists who also manage.

It is also crucial to include contributions from authors who have addressed leadership, organizational communication, and strategic management in complex and highly mediatized contexts. Brownell (2012) highlights the importance of communicative competence as a foundation for effective leadership, especially in professions based on constant interaction with diverse audiences, such as journalism.

Along the same lines, Kouzes and Posner (2002) propose the model of exemplary leadership, based on five key practices: modeling the way, inspiring a shared vision, challenging the process, enabling others to act, and encouraging the heart—all of which can be observed in narrative leadership experiences within media organizations.

For his part, Coombs (2007) introduces conceptual tools to understand the construction of leadership during media crises, emphasizing reputation management and institutional narrative during high-pressure moments.

Denning (2005) contributes to the field by linking narrative to transformational leadership, while Mintzberg (1994) warns against the risks of excessive planning in contexts of high uncertainty and advocates for leadership grounded in action, continuous learning, and situational adaptation.

These approaches help frame narrative leadership in media as a communicative, strategic, and adaptive practice, which becomes especially relevant when journalists take on leadership roles in nontraditional or precarious environments.

Latin American and contextual perspectives

In Latin America, Scolari (2013) has documented experiences of innovation, entrepreneurship, and transmedia storytelling through the lens of leadership and sustainability. Herranz de la Casa (personal communication, April 23, 2025) offers one of the few systematizations on media company management in Spanish, while Londoño (personal communication, April 10, 2025) has raised critiques of extractive and neoliberal models in the media field.

This Latin American corpus becomes particularly relevant in light of the gap identified by the state of the art itself: the limited attention given to alternative, community-based, or regional media, where journalists simultaneously act as storytellers, editors, and managers.

Entrepreneurship, innovation, and distributed leadership

The works of Jarvis (2009) and Shirky (2008) have expanded the notion of leadership in media by incorporating practices of open innovation, collaborative networks, and digital entrepreneurship. Rosen's approach to public journalism, as well as Griffen-Foley's studies in

historical contexts, reaffirm the importance of understanding leadership as a narrative, ethical, and strategic construct.

The convergence between journalism and management is not a functional accident, but rather a hybrid architecture that demands new categories for thinking about leadership. From traditional settings to independent initiatives, the journalist-manager represents a new kind of actor—one who narrates and decides, who communicates and leads, embodying a symbiotic boundary between storytelling and strategy.

Journalism and management in Colombia: Between narrative ethics, organizational leadership, and media sustainability

In the Colombian context, the convergence between journalism and management has traditionally been underestimated or addressed in separate compartments. However, studying journalists who take on leadership, entrepreneurial, or managerial roles in independent, community-based, or regional media requires a holistic perspective that connects the narrative with the organizational.

Journalism, ethics, and professional culture

Javier Darío Restrepo represents the ethical cornerstone of Colombia's journalistic tradition. Through his work at the Gabo Foundation, his writings have guided generations in navigating the moral dilemmas of the profession in a context marked by conflict and corruption (Ruiz, 2015). This ethical dimension is echoed by Rincón (personal communication, April 13, 2025), who intertwines cultural criticism, media analysis, and narratives of power, emphasizing the role of journalism as a political, symbolic, and economic actor.

Morris (2008), through his work in Contravía and his analyses of public media, and Ruiz (2015), with research at the Ideas for Peace Foundation and the National Center for Historical Memory (CNMH by its Spanish acronym), offer a perspective on journalism as a form of narrative resistance in regions affected by war. The notion of the journalist as a social actor and

builder of memory has been reinforced by Pérez (2012), a pioneer in data journalism and collaborative networks in Latin America.

Leadership, sustainability, and management models

From the fields of management and organizational communication, authors such as Sandra Massoni, Carlos Eduardo Valderrama, Tulio Ángel Arbeláez, and Luis Enrique González have reflected on media sustainability and survival strategies in the face of media ownership concentration and the precarization of journalistic work (Morelo, 2019).

The Bogotá Circle of Journalists (CPB by its Spanish acronym) and the National Consulting Center (CNC by its Spanish acronym) have promoted research on media consumption and audience habits, providing valuable insights for decision-making in both traditional and digital media. Miranda (2021), director of Portafolio, has contributed to the debate on business models and sustainability in the economic press from a practical standpoint.

Meanwhile, Galán (2014), Palacios (2015), and Palacio (2019) have combined editorial roles with executive functions, and their careers provide concrete examples of how leadership, editorial decision-making, and team management are integrated in practice.

Journalistic entrepreneurship and digital transformation

A growing number of authors have documented experiences of innovation and journalistic entrepreneurship in Colombia. Baena (2020) and Samper-Ospina (2020), through formats such as La Pulla and #HolaSoyDanny, respectively, illustrate hybrid models that combine audiovisual storytelling, social media, and horizontal organizational structures.

The Colombian Network of University Journalism, along with collectives such as Mutante, El Armadillo, and Vorágine, have been the subject of studies led by scholars such as Ochoa (2015) and Rey (personal communication, April 14, 2025), who have explored themes including innovation, technological appropriation, and narrative transformation in digital environments.

Also noteworthy are the contributions of Herrán (personal communication, April 11, 2025), who has focused on institutional communication in public and private companies, and Álvarez (personal communication, April 23, 2025) from the Pontificia Bolivariana University, whose research addresses leadership in religious and community media.

Territorial dimension and alternative media

Molano (2006) and Navia (2010), through chronicles and territorial narrative journalism, have contributed a perspective deeply tied to contextualized leadership, where editorial decisions are closely connected to the social and political conditions of the regions.

From academia, Abello-Banfi (2009), director of the Gabo Foundation, has promoted the study of journalism as a practice with structural implications for local democracies, while Laverde (personal communication, April 12, 2025) has proposed pedagogical models to strengthen editorial management within communication faculties.

Colombian literature reveals a growing integration of narrative, ethics, sustainability, and organizational leadership. In contexts like Colombia—shaped by armed conflict, territorial inequality, and uneven digitalization—the journalist-manager emerges as a key figure: someone who not only informs, but also leads, organizes, mobilizes, and ensures the survival of their narrative platforms.

Journalism and management in the colombian Caribbean: Narrative leadership, territorial memory, and communication entrepreneurship

The Caribbean region has historically been a fertile ground for the development of hybrid forms of journalism and organizational leadership. In this context, an intellectual and practical tradition has emerged that integrates the narration of reality, the management of regional media, and cultural administration as fundamental tools for social transformation. This convergence is embodied in journalists who are also editors, managers, storytellers, entrepreneurs, and community leaders.

Narrating from the border: Journalism with territorial identity

Gossaín and Salcedo-Ramos (2012) have elevated narrative journalism from the Caribbean Coast, reclaiming the chronicle as a form of symbolic leadership that gives visibility to stories silenced by central powers. In their works, journalism is not only a way of storytelling but also an act of deep interpretation of culture, inequality, and power.

Meanwhile, Resplandor (personal communication, April 18, 2025) has conducted research at the University of Sucre on how community media build memory and citizenship in rural contexts, where journalists are often organizational leaders, spokespersons, and managers of the very media outlets they establish or run.

Management and leadership through narrative

In the Colombian Caribbean, management does not always follow traditional models. Suescún (personal communication, April 19, 2025), through his work at the University of Magdalena, has analyzed journalistic ventures in Santa Marta operating under models of distributed leadership, where decision-making is deeply connected to active listening to the territory.

Similarly, Coneo (personal communication, April 22, 2025), a professor and researcher at the University of Cartagena, has documented the relationship between institutional communication, public ethics, and the management of common goods in Caribbean contexts, showing how the journalist can act as an informal public manager

Entrepreneurship and sustainability of alternative media

Acosta (2019), from the Universidad del Norte, has examined the emergence of independent digital media in Barranquilla, analyzing their economic sustainability, horizontal leadership structures, and adaptability in times of crisis.

Along the same lines, the work of Velásquez, (personal communication, April 15, 2025), journalist and editor, highlights the challenges and lessons learned from communication

initiatives led by women in the Caribbean, combining narratives of resistance with self-sustaining administrative structures.

Cultural management and organizational communication

From the field of management, Valencia (personal communication, April 13, 2025), a cultural manager and communicator in Montería, Colombia, has led research on how local cultural organizations integrate participatory communication models into their sustainability and leadership strategies.

In turn, the approach of Castro (personal communication, April 23, 2025), dean of Communication at several universities in the region, has been key in connecting organizational management training with emerging journalistic practices, particularly in educational and community media.

In the Colombian Caribbean, the figure of the journalist-manager is not an exception but a structural necessity. The reviewed regional literature shows that leadership, entrepreneurship, and management practices emerge from the tensions inherent to the territory: informality, inequality, creativity, and identity. From community radio stations to independent digital platforms, narrative leadership becomes a legitimate form of managing the common good.

Based on Schuster's (2006) argumentation method—which proposes identifying knowledge gaps through reasoning that contrasts what is known with what remains to be studied, structured around three components: the established, the insufficiency, and the research need—and given that no prior evidence of studies has been identified in the Colombian Caribbean region, particularly in Cartagena, exploring the intersection between journalism and management, the knowledge gap is formulated as follows:

Knowledge gap

Although various studies have documented the convergence between journalism and management at the international, national, and regional levels (including the Colombian

Caribbean), and although other researchers have conducted analyses—albeit without scientific publications—particularly from the perspectives of leadership, sustainability, and narrative innovation, there are no systematic investigations that characterize and measure the professional transition processes of journalists into managerial roles, nor the organizational, ethical, and cultural effects of this migration in emerging, community-based, or digital media.

In other words, it is known that many journalists take on managerial leadership roles in the absence of formal structures or management training, and that this duality between storytelling and management has been key to the sustainability of independent media outlets (as suggested by Salcedo-Ramos, Acosta, and Velásquez). However, there is a lack of empirical studies analyzing how these hybrid competencies are developed, how they impact the organizational culture of media outlets, and what leadership models emerge in these contexts from a situated and methodologically robust perspective.

This knowledge gap translates into an urgent research need: to develop theoretical and methodological frameworks that enable the understanding, comparison, and strengthening of journalists' narrative and managerial leadership trajectories, especially in regional settings of the Colombian Caribbean, where structural challenges, innovation, and community-driven missions converge.

The previous state-of-the-art review, along with the knowledge gap—which, through the argumentation method described, becomes the author's epistemological stance—thus calls for the testing of the following resulting hypotheses.

Research hypotheses

General hypothesis:

H1: The professional transition of journalists into managerial roles in emerging media is significantly influenced by a set of hybrid competencies acquired through journalistic practice,

which positively and directly impact the leadership style exercised and the organizational culture of the media outlet.

Specific hypotheses:

H1.1: Experience in journalistic storytelling has a positive effect on the development of strategic leadership competencies in journalist-managers.

H1.2: Hybrid competencies (narrative, communicative, ethical, crisis-related, and informal management skills) significantly moderate the relationship between journalistic experience and organizational decision-making.

H1.3: Narrative leadership exercised by journalist-managers has a positive impact on organizational innovation in emerging media.

H1.4: Narrative leadership significantly influences the strengthening of collaborative organizational culture in community and digital media.

H1.5: The lack of formal managerial training negatively moderates the relationship between hybrid competencies and organizational effectiveness.

H1.6: The community-driven mission of media outlets acts as a mediating variable between the leadership style of journalist-managers and the sustainability of the media outlet.

These hypotheses aim to guide the empirical analysis of a phenomenon that remains underexplored yet is increasingly present in the regional media ecosystem: the emergence of narrative leadership with managerial functions, particularly in contexts where structural precariousness is confronted with creativity, social commitment, and professional adaptability.

METHODOLOGY

Approach and type of study

The study adopts a non-experimental approach and follows a sequential mixed-methods design (Quan → Qual), with an exploratory and explanatory–descriptive character. It spans a

duration of six months (from January to June 2025) and features a cross-sectional methodological structure scheduled for implementation in the second quarter of 2025.

From a quantitative perspective, the study examines the relationship between the hybrid competencies developed by journalists who have taken on managerial roles in emerging media outlets in Cartagena de Indias and their effect on key aspects of organizational management. In this framework, the independent variable is the set of hybrid competencies, while the observable dependent variables include: the type of leadership exercised, the level of organizational innovation, crisis management, and the characteristics of organizational culture within those media outlets. The qualitative component will then delve deeper into the meanings attributed to these findings by the actors themselves, aiming to generate a holistic understanding of the phenomenon.

Population and sample

- Target Population: Journalists currently serving in managerial roles within their own media outlets or in business entities (digital magazines, radio programs, news portals, and editorial leadership positions).
- Quantitative Sample: 125 professionals selected through purposive non-probability sampling, based on three criteria: a) a minimum of three years of professional experience, b) formal leadership within their organization, and c) willingness to participate.
- Qualitative Sample: Four (4) deliberately selected cases (based on type of media outlet, years of operation, and geographic reach) for the development of focused ethnographies.

Data collection techniques and instruments

Quantitative component

An ad hoc structured questionnaire with 38 Likert-type items (1–5) was designed to assess five dimensions: leadership, decision-making, crisis management, active listening, and strategic storytelling, based on the works of Brownell (2012), Coombs (2007), Denning (2005), Kouzes & Posner (2002), and Mintzberg (1994). The development followed three successive phases:

1. Initial design
    - Literature review and adaptation of existing scales.
    - Drafting of items aligned with the research objective and hypotheses.
2. Content validity
    - Evaluation by three experts (two with master's degrees in Communication and one specialist in Media Management), following the guidelines of Hernández-Nieto (2011, p. 135) and Lynn (1986).
    - Feedback on content; five items per dimension were adjusted.
3. Piloting and adjustment
    - Administered to 15 journalist-managers, in accordance with Hair et al. (2010).
    - Feedback on clarity, length, and format; three items were adjusted, and technical language was simplified.
4. Final administration
    - Online distribution (May – June 2025) to the 110 participants.
    - Effective response rate: 96% (106 valid questionnaires).

Internal consistency was verified using global Cronbach's alpha = 0.91 (with dimensions ranging between 0.83 and 0.88), indicating high reliability.

At the final stage, the measurement instrument was administered to a sample of 110 journalists currently serving as directors of their own media outlets and managers of the channels that make up the unit of analysis. Based on Lloret-Segura et al. (2014), MacCallum et

al. (1999), and Preacher & MacCallum (2003), the application of structural equation modeling (SEM) is deemed appropriate.

Qualitative component

Four focused ethnographies were developed, grounded in:

- In-depth semi-structured interviews (60–90 minutes), recorded and transcribed verbatim.
- Participant observation in newsrooms, press rooms, and editorial meetings over two working days per case.
- Documentary material: editorial plans, audience metrics, internal emails, and style guides.

RESULT

The findings of this research, in their positive dimension, are supported by a rigorous analysis of the data collected and processed according to the previously described method. Through the use of structural equation modeling, it was possible to test the formulated hypotheses, revealing relevant patterns, connections, and effects among the analyzed variables. This section presents the results in detail, including the development of predictive models, the evaluation of goodness-of-fit indices, and the estimation of key parameters, which allows for a comprehensive and accurate understanding of the studied factors and their significance within the addressed context.

The contrast analysis conducted to assess the effect of the dependent variables —the type of leadership exercised, the level of organizational innovation, the capacity to manage crises, and the particularities of organizational culture in the media analyzed— on the independent variable (hybrid competencies) was carried out using the SPSS and PLS platforms, both suitable technological tools for exploratory studies. According to Cohen (1998), the f^2 index for the five variables showed a significant relationship with the coefficient of determination

R^2, which reached a value of 80.81%. This result reflects a high degree of dependence and relevance among the evaluated variables.

Table 1

The Effects of Dependent Variables on the Independent Variable

Variables	Effects $f2$	Total Effect
Type of Leadership Exercised	0.326	Adequate or Relevant
Degree of Organizational Innovation	0.322	Adequate or Relevant
Crisis Management	0.318	Adequate or Relevant
Organizational Culture Characteristics	0.298	Adequate or Relevant
Hybrid Competencies	0.312	Adequate or Relevant

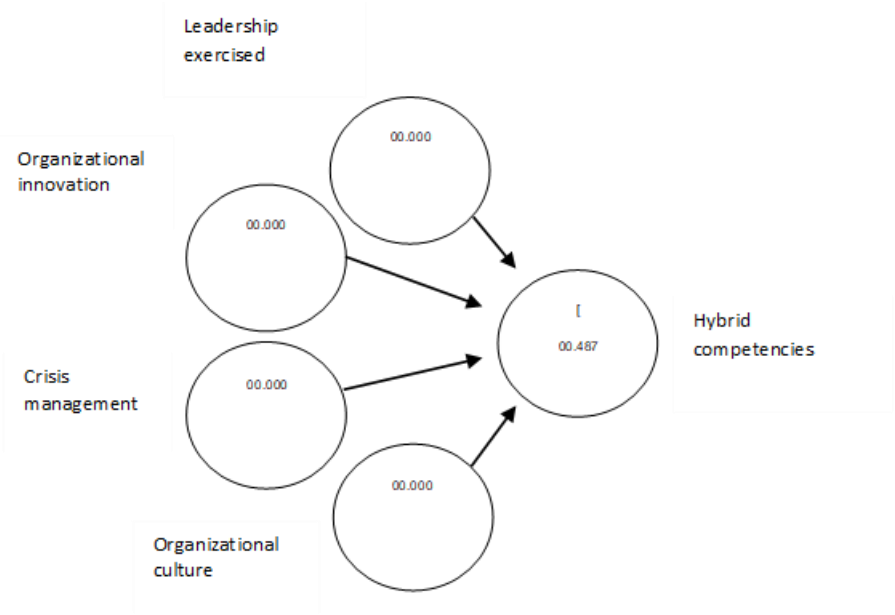
Note: Based on proprietary measurements analyzed using SPSS and PLS (2025)

During the analysis of the structural equation model (SEM) using the PLS technique, Q^2 values are required to be greater than zero in order to validate the presence of an endogenous latent variable. As shown in Figure 1, the Q^2 value obtained was 0.487, exceeding the expected minimum threshold. This result supports and confirms the predictive power of the developed model.

Figure 1

Predictive model

DOI: https://doi.org/10.71112/cwq0rg11



Note: Prepared based on calculations in SPSS and PLS (2025)

The goodness-of-fit index (GOF) was used to assess the model's ability to adequately represent the empirical data. This indicator, which ranges from 0 to 1, is interpreted based on standard benchmarks: 0.10 indicates low fit, 0.25 medium, and 0.36 high. The analysis results showed that the model is parsimonious and consistent with the observed data. The GOF value was obtained by calculating the geometric mean between the average communality —or Average Variance Extracted (AVE)— and the average of the R^2 coefficients, which reinforces the overall validity of the model.

Table 2

Computation of the Goodness-of-Fit (GOF) Index

Constructs	AVE	R2
Type of Leadership Exercised	0.668	
Degree of Organizational Innovation	0.611	
Crisis Management	0.650	
Organizational Culture Charac.	0.657	0.7401

Average Values	3.787	0.7401
AVE * R2	0.4956	
GOF = √AVE * R2	0.7039	

Note: Based on proprietary measurements analyzed using SPSS and PLS (2025)

The Standardized Root Mean Square Residual (SRMR) index —calculated from the difference between the observed correlations and the hypothesized covariance matrices— was 0.047. Under this condition, it is considered acceptable (SRMR ≤ 0.09); therefore, the model shows a good fit. Additionally, the Chi-square value was 1913.087, and the Normed Fit Index (NFI) was 0.789, indicating that the measurement model is also considered adequate.

Table 3

Model estimators

	Model estimators
SRMR	0.047
d_ULS	1.625
d_G1	0.917
d_G2	0.769
Chi-Square	1.913.087
NFI	0.789

Note: Based on proprietary measurements analyzed using SPSS and PLS (2025)

Finally, Table 4 shows the correlation coefficients of the latent variables, which allows us to infer a strong correlation between the exogenous latent variables and the endogenous observable ones.

Table 4

Correlation of latent and observable variables

Variables	**LID**	**ORI**	**CRM**	**ORC**	**HIC**

Leadership Exercised	**1.000**				
Organizational Innovation	0.254	**1.000**			
Crisis Management	0.269	0.261	**1.000**		
Organizational Culture	0.264	0.257	0.275	**1.000**	
Hybrid Competencies	0.265	0.294	0.278	0.276	**1.000**

Note: Based on proprietary measurements analyzed using SPSS and PLS (2025)

The analysis of the measurement model validated its relevance as a confirmatory model, demonstrating that all the formulated hypotheses were statistically significant and, consequently, were accepted. The findings of this research confirm that the evaluated factors positively influenced the construction of the concept of Hybrid Competencies, providing strength to its theoretical foundation. However, the generalizability of these results will depend on whether future research adopts comparable methodological approaches.

After presenting the results of the quantitative approach, the analysis of the qualitative findings follows. To this end, semi-structured interviews were conducted with four key figures from the communication and academic fields in the city of Cartagena: Fara Alíes Fuentes, Brand Manager of Bolívar at the Government of Bolívar; Jackeline Pájaro López, Communications and Reputation Manager at the TRASO Collective; Laura Anaya Garrido, Editor-in-Chief of *El Universal* newspaper; and Javier Ramos Zambrano, Director of the Social Communication Program at the Technological University of Bolívar (UTB). These expert voices offered valuable perspectives on the development of hybrid competencies in diverse professional contexts, which gave rise to the following ethnographies:

Ethnography 1

Laura Anaya Garrido — “Editing is about managing curiosity”

Media: El Universal (Cartagena)

Role: Editor-in-Chief

Interview date: June 6, 2025 (11 a.m.–12 m.)

Web sources consulted: Professional Profile and Journalistic Production in El Universal eluniversal.com.co

Expanded context

The newsroom of El Universal pulses with breaking news notifications as a monitor displays real-time audience spikes. Laura —a social communicator from the University of Cartagena and a specialist in Marketing Management— stands at the intersection of journalistic urgency and the newspaper's strategic goals. Her track record of articles on security, politics, and culture reflects the broad range of sources she describes as "challenging and interesting." eluniversal.com.co

Interview and observation

During the conversation, Laura draws three concentric circles representing her leadership:

Table 5

Leadership style

Circle	Key question	Observed practice
Audience	What does this bring to the reader?	Checks Analytics before approving headlines.
Team	How does the reporter bringing this story feel?	Adjusts workloads when signs of exhaustion are detected.
Reputation	What legacy does the outlet leave behind?	Demands triple verification for sensitive topics.

At the day's editorial meeting, she opens the discussion with the story of a source displaced by violence: "We need headlines that think of her before the click." That ethical anchor

guides the decisions that follow reallocating resources to develop a contextual feature and scheduling an educational piece on TikTok.

Reviewed documents

- 2024 Style Guide**:** includes an annex on “narrative leadership” authored by Laura.
- Quarterly Metrics Report**:** lists “emotional engagement” as an internal KPI.
- Mentoring Logbook**:** records 14 mentoring sessions with junior reporters.

Analysis

Laura exercises a convergence-based leadership: she integrates metrics, ethics, and storytelling. She leads with the premise that an editor “manages curiosities,” and in doing so, becomes a manager of reputational and emotional risks. The coherence between her public profile and the ethnographic practices reinforces the idea that narrative competencies enhance media management.

Ethnography 2

Fara Alíes Fuentes — “Caring for the territory is managing the word”

Media: Marca Bolívar (Cartagena)

Role: Manager and Lead Voice

Interview date: June 3, 2025 (2 p.m.–3 p.m.)

Web sources consulted: LinkedIn Profile (Bolívar Brand Manager) linkedin.com; Public bio on X (formerly Twitter) x.com

Expanded context

Fara Alíes Fuentes is a social communicator with a strong background in strategic communication and brand management in both the public and private sectors. She currently serves as Brand Manager for Bolívar at the Government of Bolívar, leading initiatives that foster the department’s economic and cultural development.

Recognized for her reputation management at the Government of Bolívar, Fara brings institutional experience into the community sphere—turning every program into a platform for rights and local development.

Interview and observation

Her narrative revolves around the care–leadership–resistance triad:

- Care: “Here, leading means asking if they’ve eaten before going out to report.”
- Horizontal Leadership: She labels her meetings as “talking circles” —everyone speaks first, she goes last.
- Narrative Resistance: She prioritizes rural stories overlooked by the national press.

In the field, she was seen exchanging her phone with that of a reporter: “So you can feel how the audience reacts while you’re recording.” This tangible empathy is the foundation of her authority.

Reviewed documents

- Monthly agenda co-created with rural collectives.
- Style guide blending UNESCO guidelines for community radio with a glossary of savanna dweller expressions.
- Photographic record of “radio mingas” in rural districts.

Analysis

Fara exemplifies an organic, territory-rooted leadership: her management is expressed through acts of care that legitimize the local agenda. Her experience with the city-brand initiative (Marca Bolívar) has strengthened her branding skills, which she now uses to elevate rural narratives.

Ethnography 3

Jackeline Pájaro López — “Designing emotions, sustaining stories”

Media: Dircom y #HablanLosDircom, a newsletter on LinkedIn (Cartagena)

Role: Founder and Content Director

Interview date: June 4, 2025 (4 p.m.–5:15 p.m.)

Web sources consulted: Professional Profile at Global Compact Colombia pactoglobal-colombia.org; Activity on X (Dircom, CRO) x.com

Expanded context

Jackeline Pájaro López is a distinguished social communicator and journalist with over 18 years of experience in organizational communication. She currently serves as Communications and Reputation Manager at Colectivo TRASO, formerly known as Fundación Mamonal, in Cartagena, Colombia.

Her office occupies a loft filled with murals and soft lighting. Video scripts blend with mood boards. Jackeline —holding a master's degree in Management and certified as a Chief Corporate Officer— leads like an experience designer: every piece of content is mapped out with post-its labeled "tone," "rhythm," and "feel."

Interview and observation

Three core concepts structure her discourse:

Table 6

Leadership style

Concept	Statement	Ethnographic practice
Emotional design	I manage creative energy, not just time.	Starts meetings with a story and background music.
Narrative planning	Every week is a chapter, every month a season.	Editorial calendar designed like a Netflix series.

Concept	Statement	Ethnographic practice
Authenticity-algorithm	The algorithm is a compass, not the steering wheel.	Internal KPIs measure “resonance rate” alongside CTR.

During the observed session, she resolved a conflict by redistributing tasks and added a five-minute mindfulness segment to the briefing.

Reviewed documents

- Emotional style: A manual that categorizes colors, typefaces, and levels of narrative intimacy.
- Sustainability plan dubbed “Narrative Business Model”: Combines memberships and workshops.
- Audiovisual audience feedback database análisis

Jackeline practices a form of emotional curatorship leadership: she aligns aesthetics, metrics, and team well-being. Her profile as a reputation strategist translates into a management style where stories are assets and emotions are indicators of organizational health.

Ethnography 4

Javier Ramos Zambrano — “Research to decide, document to lead”

Media: Revista Metro (Cartagena)

Role: Columnist

Interview date: June 5, 2025 (8:30 a.m.–10:00 a.m.)

Web sources consulted: Official Resume – UTB utb.edu.co

Expanded context

Javier Ramos Zambrano is a journalist and social communicator with over 17 years of experience in media and academia. He is currently the Director of the Social Communication program at Universidad Tecnológica de Bolívar (UTB) in Cartagena. He holds a master’s

degree in Communication from Universidad del Norte and is a graduate of Universidad Jorge Tadeo Lozano. He has held positions such as Chief Editor at Q'hubo newspaper and General Editor at El Universal.

The newsroom at El Universal resembled a laboratory: maps with strings, spreadsheets taped to the walls, and a bell that rang every time a key fact was verified. Javier —winner of the 2023 Simón Bolívar Award and current Director of the Social Communication program— aligns investigative processes and business decisions with the same level of rigor.

Interview and observation

His conversation follows the logic of a feature story:

1. Hypothesis: "A media outlet without ethical traceability succumbs to suspicion."
2. Method: A six-step protocol to approve a story (legal review, fact-checking, social impact, cost, reputational risk, affected point of view).
3. Conclusion: "To manage is to present the reasons before presenting the news."

In practice, he opens the meeting with: "What are we not seeing?" and shares the monthly budget with the team to co-construct priorities.

Reviewed documents

- Project logs: include ethical, financial, and narrative sheets.
- Source protection protocol: updated with lessons from the 2023 award.
- Public minutes: internal circular that records errors and corrections.

Analysis

Javier embodies a leadership of radical transparency: every decision is traceable, every mistake documented. He bridges investigative logic with management, demonstrating that the journalistic method can evolve into a managerial methodology.

Table 7

Convergence of findings

Dimension	Anaya	Alíes	Pájaro	Ramos
Active Listening	One-on-One Mentoring	Talking Circles	Editorial Mindfulness	Trigger Question
Strategic Narrative	Ethical Headlines	Territorial Stories	Aesthetic-Emotion	Process Documents
Crisis Management	Triple Verification	Community Protocols	Resonance KPIs	Error Logbook
Leadership Model	Convergence	Organic	Emotional Curation	Radical Transparency

These profiles enrich the conceptual framework on journalist-managers in Latin America, contributing to the theoretical discussion and providing empirical evidence to address the identified knowledge gap.

CONCLUSION AND DISCUSSION

The results of this research allow us to conclude that the professional transition of journalists into managerial roles within emerging media outlets in the Colombian Caribbean—specifically in Cartagena—does not represent an organizational anomaly, but rather a coherent manifestation of a new kind of narrative leadership. This leadership is grounded in hybrid competencies that integrate journalistic knowledge, communication skills, ethical practices, crisis management, and informal managerial criteria. Although these competencies are not always systematized or formally recognized, they emerge as key strategic assets for the sustainability of independent, community-based, and digital media.

The articulation between quantitative and qualitative results supports the assertion that the leadership exercised by journalist-managers in emerging contexts is, in essence, a form of cultural mediation: between audiences and editorial agendas, between ethics and sustainability,

between narrative innovation and organizational decision-making. This mediation demands renewed theoretical frameworks and updated pedagogical models, as well as crisis management strategies that recognize the journalist as a complex organizational actor—capable of leading through narrative and for narrative.

However, the research also confirms the existence of structural limitations in these contexts: lack of formal managerial training, institutional fragility, dependency on external digital platforms, and tensions between community-driven missions and sustainable business models. While these challenges have often been met with creativity and adaptability, they continue to pose risks that must be addressed through public policy, university education, and media development programs.

Ultimately, this study not only provides empirical evidence for the emerging field of convergence between journalism and management but also proposes a new category of analysis: hybrid narrative leadership—understood as a situated, communicational, ethical, and adaptive model of organizational leadership. This is especially relevant in Latin American contexts, where institutional frameworks are fragile, and the transformative vocation of journalism remains irreplaceable.

DISCUSSION

The findings of this research confirm the general hypothesis proposed: the professional transition of journalists into managerial roles in emerging media outlets is significantly influenced by a set of hybrid competencies that, far from being anecdotal or intuitive, are configured as critical organizational assets for the sustainability, culture, and leadership style of such media. This assertion is supported by both the statistical results from the structural equation model and the ethnographic evidence collected in the Colombian Caribbean.

In the quantitative component, the high R^2 value (80.81%) and the fit indices (GOF = 0.7039; SRMR = 0.047) confirm the model's predictive validity and the explanatory relevance of the dependent variables regarding hybrid competencies. The consistency between f^2 effects and correlation values allows us to infer that leadership exercised, organizational innovation, crisis management, and organizational culture are not only dimensions influenced by hybrid competencies, but also indicators of managerial maturity—thus confirming the specific hypotheses.

From the qualitative perspective, the ethnographies offer insight into how these hybrid competencies are embodied in daily practices, situated leadership styles, and organizational decision-making. Laura Anaya articulates metrics, ethics, and storytelling in a convergence model; Fara Alíes turns care into a strategy of territorial leadership; Jackeline Pájaro translates emotional experience into institutional narrative; and Javier Ramos shapes a radical transparency style that binds ethics, methodology, and decision-making.

These profiles reinforce the thesis that the narrative leadership exercised by journalists is not accidental, but the result of professional adaptability, communicative sensitivity, and ethical commitment to communities and audiences. Furthermore, the convergence between storytelling and management translates into new forms of symbolic authority—not based on traditional hierarchies, but on legitimacy built through narrative, listening, and consistency.

The findings align with Denning (2005), who proposes narrative as a tool for transformational leadership, and Kouzes and Posner (2002), who highlight the importance of modeling the way and encouraging the heart—practices evident in the analyzed cases. They also reaffirm Brownell's (2012) view that communicative competence is a pillar of effective leadership and confirm Coombs' (2007) arguments on narrative management in crisis situations. Additionally, they are consistent with the ideas of Scolari (2013) and Acosta (2019)

regarding entrepreneurship and the sustainability of media through horizontal and hybrid models.

In contrast, this research partially questions Drucker's (1964) classical managerial vision and the linear strategic planning proposed by Mintzberg (1994), by demonstrating that in highly dynamic contexts such as regional and community media, leadership tends to emerge more from adaptability and active listening than from the mechanical application of managerial plans. It also diverges from structuralist perspectives like that of Cottle (2003), by showing that even in settings with low institutionalization or no fixed hierarchies, effective leadership can be developed through narrative and community participation.

Limitations of the study

Despite its contributions, this research presents several limitations. First, the use of non-probabilistic sampling restricts the generalizability of the results to other regions of the country or the continent. While purposive sampling enabled access to key actors within the media ecosystem in Cartagena, it cannot be guaranteed that the same patterns would be replicated in contexts with different institutional density or political-cultural conditions.

Second, the mixed-methods approach enhances the depth of analysis but introduces potential risks of interpretive bias, particularly in the qualitative component. Although steps were taken to ensure triangulation (through observation, interviews, and document analysis), it is possible that certain practices were overrepresented due to the selection of successful cases.

Finally, although the study employed a validated set of instruments and a statistically robust sample, future research could incorporate additional variables—such as union experience, informal training, or the use of emerging technologies—that might reveal nuances not yet explored.

Future research

Based on this study, several lines of future research emerge:

1. Regional comparative studies: Replicating this research in other regions of Colombia and Latin America would allow for comparisons of leadership styles, structural conditions, and professional trajectories of journalist-directors.
2. Longitudinal analyses: Conducting follow-up studies would make it possible to observe the evolution of these hybrid competencies over time and their impact on the sustainability of media outlets.
3. Gender and narrative leadership: Exploring the specificities of narrative leadership exercised by women journalists in regional contexts, given the relevance observed in the analyzed cases.
4. Technologies and digital competencies: Investigating how the use of artificial intelligence, data analytics, or collaborative platforms is redefining narrative management practices in emerging media.
5. Pedagogical models: Designing university training programs that integrate narrative skills, ethical competencies, and managerial capacities, in response to the professional profiles observed in this study.

Taken together, these findings and proposals shape an emerging field of research that deserves to be explored through interdisciplinary perspectives and integrative methodologies, with the aim of contributing to the development of sustainable, ethical, and culturally relevant media ecosystems.

Declaration of conflict of interest

The researcher declares that there is no conflict of interest related to this research.

Author contribution statement

Javier Alfonso Mendoza Betin: methodology, conceptualization, drafting of the original draft, review and editing of the drafting.

Statement on the use of Artificial Intelligence

The author declares that Artificial Intelligence was used as a support tool for this article, and that this tool in no way replaced the intellectual task or process. The author expressly states and acknowledges that this work is the result of their own intellectual effort and has not been published on any electronic artificial intelligence platform.

REFERENCES

Abello Banfi, J. (2009). *Periodismo, ética y formación*. Fundación Gabo.

Acosta, L. D. (2019). *Medios digitales y sostenibilidad en el Caribe colombiano*. Universidad del Norte.

Baena, M. P. (2020). *La Pulla y el nuevo periodismo audiovisual*. Semana.

Brownell, J. (2012). *Listening: Attitudes, principles, and skills* (5th ed.). Pearson.

Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Lawrence Erlbaum Associates.

Coombs, W. T. (2007). *Ongoing crisis communication: Planning, managing, and responding* (2nd ed.). Sage.

Cottle, S. (2003). *Media organization and production*. Sage.

Denning, S. (2005). *The leader's guide to storytelling: Mastering the art and discipline of business narrative*. Jossey-Bass.

Deuze, M. (2007). *Media work*. Polity.

Drucker, P. (1964). *Managing for results*. Harper & Row.

Galán, R. (2014). *Periodismo digital y emprendimiento*. Blog Libreta de Apuntes.

Gans, H. (1979). *Deciding what's news*. Pantheon.

Goleman, D. (1995). *Emotional intelligence*. Bantam.

Gossaín, J., & Salcedo Ramos, A. (2012). *Crónica y liderazgo desde la periferia*. FNPI.

Griffen-Foley, B. (s.f.). *A companion to the Australian media*. Australian Scholarly Publishing.

Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010). *Multivariate data analysis* (7th ed.). Prentice Hall.

Hernández-Nieto, R. A. (2011). *Contribuciones al análisis de la validez de contenido: Una revisión conceptual y metodológica*. Universidad de Los Andes.

Jarvis, J. (2009). *What would Google do?* HarperBusiness.

Kotter, J. P. (1996). *Leading change*. Harvard Business School Press.

Kouzes, J. M., & Posner, B. Z. (2002). *The leadership challenge* (3rd ed.). Jossey-Bass.

Küng, L. (2008). *Strategic management in the media*. Sage.

Lloret-Segura, S., Ferreres-Traver, A., Hernández-Baeza, A., & Tomás-Marco, I. (2014). El análisis factorial exploratorio de los ítems: una guía práctica, revisada y actualizada. *Anales de Psicología, 30*(3), 1151–1169. https://doi.org/10.6018/analesps.30.3.199361

Lynn, M. R. (1986). Determination and quantification of content validity. *Nursing Research, 35*(6), 382–385.

MacCallum, R. C., Widaman, K. F., Zhang, S., & Hong, S. (1999). Sample size in factor analysis. *Psychological Methods, 4*(1), 84–99. https://doi.org/10.1037/1082-989X.4.1.84

Mintzberg, H. (1973). *The nature of managerial work*. Harper & Row.

Mintzberg, H. (1994). *The rise and fall of strategic planning*. Free Press.

Miranda, F. (2021). *Modelos de sostenibilidad en medios económicos*. Portafolio.

Molano Bravo, A. (2006). *Desterrados*. Aguilar.

Morelo, G. (2019). *Periodismo de datos: Ética, narrativas y redes*. FNPI.

Morris, H. (2008). *Contravía: Periodismo en tiempos de guerra*. Semana Libros.

Navia, J. (2010). *Crónicas del conflicto*. Fundación Nuevo Periodismo.

Ochoa, A. M. (2015). *Ciudadanía y medios digitales*. Universidad de los Andes.

Örnebring, H. (2013). *Journalism and the hierarchy of influences*. Oxford University Press.

Palacio, Y. (2019). *Liderazgo y gestión editorial en medios radiales*. RCN Radio.

Palacios, C. (2015). *La corresponsalía como gestión*. Caracol Televisión.

Pérez, Á. M. (2012). *La memoria como narrativa periodística*. CNMH.

Picard, R. G. (2002). *The economics and financing of media companies*. Fordham University Press.

Preacher, K. J., & MacCallum, R. C. (2003). Repairing Tom Swift's electric factor analysis machine. *Understanding Statistics, 2*(1), 13–32. https://doi.org/10.1207/S15328031US0201_02

Rosen, J. (s.f.). *Blog PressThink*. https://pressthink.org/

Ruiz, M. (2015). *Narrar el conflicto: Ética y responsabilidad*. FIP.

Samper Ospina, D. (2020). *Humor, crítica y modelo independiente*. Canal YouTube.

Schlesinger, P. (1991). *Media, state and nation*. Sage.

Shirky, C. (2008). *Here comes everybody*. Penguin.

Singer, J. B. (2011). *Participatory journalism*. Wiley-Blackwell.

Scolari, C. (2013). *Narrativas transmedia*. Gedisa.

Witschge, T. (2011). *Changing journalism*. Routledge.