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Consolidation of sustainable and healthy entrepreneurship based on resonant leadership and labor performance

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Abstract

The objective of the study is to analyze the consolidation of sustainable and healthy entrepreneurship based on resonant leadership and job performance, with a quantitative approach, descriptive-correlational type; with a transactional field design. The population was made up of 32 subjects from public service companies in Venezuela; the results indicated that the leaders are moderately taking advantage of the capacities and abilities of their employees, which makes it impossible to enhance job performance, generating inconveniences for the achievement of goals and objectives in the organization does not generate an impact on the work performance of workers and prevents these companies from consolidating in sustainable and healthy entrepreneurship.

Keywords: Work performance; sustainable entrepreneurship; healthy entrepreneurship; resounding leadership; utility companies.

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Consolidación de un emprendimiento sostenible y saludable basado en un liderazgo resonante y desempeño laboral

Resumen

El objetivo del estudio es analizar la consolidación de un emprendimiento sostenible y saludable basado en el liderazgo resonante y el desempeño laboral, con un enfoque cuantitativo, de tipo descriptivo-correlacional; con un diseño de campo transaccional. La población estuvo conformada por 32 sujetos de empresas de servicios públicos de Venezuela; los resultados indicaron que los líderes están aprovechando moderadamente las capacidades y habilidades de sus colaboradores, lo que imposibilita potenciar el desempeño laboral, generando inconvenientes para el logro de metas y objetivos en la organización no genera impacto en el desempeño laboral de trabajadores e impide que estas empresas se consoliden en emprendimientos sostenibles y saludables.

Palabras clave: Desempeño laboral; emprendimientos sostenibles; emprendimiento saludable; liderazgo resonante; empresas de servicios público.

Introduction

Today, the environment for the advancement of organizations is constantly changing, where the main thing is to obtain a higher level of income, this puts pressure on leaders to demand to their staff the fulfillment of this goal, therefore Chiavenato (2011) considers that job performance is the effectiveness with which staff work within organizations which is necessary for it to work, it is important to understand that part of an efficient job performance will depend on a number of personal characteristics that each employee possesses, such as: Knowledge, skills, personality and commitment, which have an impact on the operation of the company, so it is in the hands of the leaders of the organization to seek and take advantage of it, in addition to aligning them with the well-planned objectives, that is the role of guide employees to take actions that promote optimal activities for the achievement of the objectives.

The success of companies is considered to be linked to the ability of the resonant

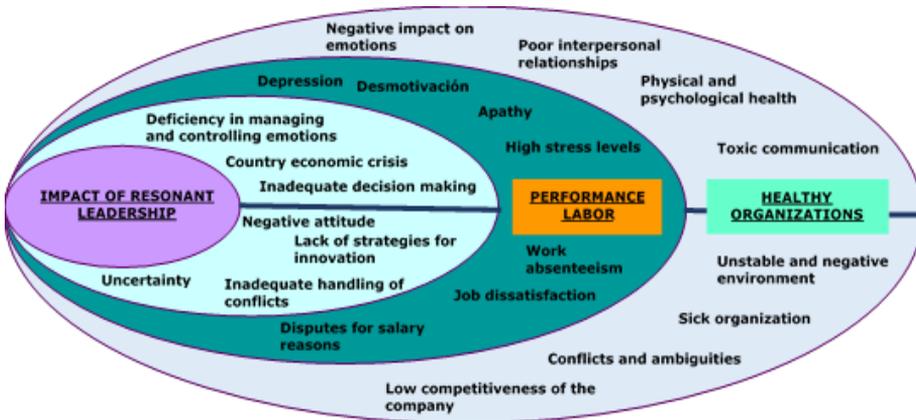
leader to recognize and interpret the constant changes in their environment and to be able to act strategies that allow them to increase creativity, innovation, as well as productivity in human talent, so that their staff can become a high-performing team, which in turn are a fundamental pillar for making the organization in what Barrachina (2014) calls “healthy organizations”, where it invests in improving the health, well-being and productivity of human talent by applying strategies focused on the development of a positive work environment.

In this sense, it shows the situation that the leaders of Venezuelan organizations are going through, where considerable changes have been made, arising in the political, economic, social and cultural environment causing public and private companies to move in an environment full of uncertainty, economic regulations and government policies and impositions, which can change rapidly according to the requirements or needs of the national administration.

Facing these conditions has led organizations to work in environments

restricted in resources and raw materials, generating tensions in the leader and in its personnel, driving to a work environment of dissatisfaction, inconvenience, fatigue and weariness, interfering in the productivity,

efficiency and efficacy, preventing the managerial expansion, bringing as a result the decrease of the quality of the products and services offered (to see Figure 1).



Source: Own elaboration, 2020.

Figure 1: Contextualization of the problematic consolidation of sustainable and healthy entrepreneurship Based on resonant leadership and job performance

This reality makes the concept of healthy organizations, raised by the author Barrachina, not evident in Venezuelan companies due to the conditions of the environment that directly influence them, leading them to become mostly, toxic organizations, that is, companies where there are no good links between co-workers, because they face personal and family difficulties negatively impacting their emotions therefore job dissatisfaction, is very present in employees this has generated negative work environment and is reflected in the low competitiveness of companies.

The current leaders of utilities in Venezuela are watching as their employees show signs of depression, demotivation, high levels of stress, apathy, committed physical and psychological health, job abandonment, absenteeism, wage conflicts, low pay and

migration, among others, which evidently negatively affect levels of job performance. Therefore, it is essential for the leader of these organizations to manage and control emotions, so that they can lead their team towards achieving the objectives set, balancing the work environment, motivating employees to support them in conflict resolution, promoting interpersonal interaction to achieve satisfaction in daily tasks.

Therefore, it is relevant to consider that to deal with the above-mentioned situation must be induced by developing resonant leadership in the public service companies of the municipality Baralt, this is the key to improving the levels of job performance, since a leader who supports his personal emotionally and spiritually can obtain from them the highest standards of excellence, commitment, as well

as loyalty, that allows the organization to be considered healthy. In this sense, Chirinos, Mariño and Martínez (2018); Campo-Ternera et al. (2018) indicate that human talent as a social factor maintains an intense process of renewal within the organization whose transformative elements such as technology, culture, education, society politics among others, present in the modernization process have a significant influence on coexistence, interpersonal relations, the participation of activities and the organizational environment of companies.

By virtue of the raised there is needed the development of the present investigation which takes as a target to analyze the consolidation of sustainable and healthy entrepreneurship based on resonant leadership and job performance, for what there were used as theoretical bases the postulates of Chiavenato (2011); Goleman, Boyatzis and Mckee (2008), for the resounding leadership; Bateman and Snell (2001); Newstron & Davis (2002), for labor performance; as well as Barrachina (2014), healthy for organizations, which provide of theoretical argumentation, in this study which is important for its theoretical-practical contribution, it allows to develop the idea of that the resounding leadership, has a high influence in the labor performance of the workpeople, favoring the productivity, the competitiveness and the development of healthy organizations. Consequently, the following hypotheses appear:

H1: Resonant leadership impacts job performance to consolidate sustainable and healthy entrepreneurship.

H2: The impact of resonant leadership on job performance allows consolidating sustainable and healthy entrepreneurship.

1. Theoretical foundation

1.1. Impact of the resounding leadership in the labor performance

It is important to note that in the

leadership is where the visions and actions ensure the sustainability and sustainability of the company converge, therefore, the social quality of an organization depends on the quality of its leadership, in the hands of the leader is the selection of people with the right qualities and constructive attitudes that allow to develop the future of the company. Leaders inspire and create the conditions for people to love what they do and do what they love, because in love of the work is where true geniuses and great innovators are forged (González, 2006).

According to Goleman et al. (2008) resonant leadership is a style of leadership that tunes in to people's feelings and steers them in an emotionally positive direction, causes an effect that spreads on their work team and is called resonance; Goleman (2018) indicates that, the resonant leader is derived from the term resonant (synchronous vibration of sound applied to human context), hence it is considered to be related to the emotional competitions of the leader.

On the other hand, it is important to stand out that when the leader cannot even empathize interpret appropriately the foreign emotions it generates disharmony and transmits unnecessarily disturbing messages, which result is that the attention of the group turns aside of its mission and centers on the collective discomfort. This leader believes discordant groups in which the persons have the continuous sensation of being disconnected of the others.

In synthesis, the resounding leader manages to come to all the areas of the organization and stays informed about the actions of all its personnel, influences straight to the team of work, it is always ready to motivate, to listen and to interact with the personnel, centered on the optimism in the presentation of clear and achievable goals, generates opportunities of growth and development of the personnel, inducing the personnel to share their personal objectives with those of the organization, who feel identified with the company and maintain a sense of belonging, generating high levels of

job satisfaction, positive work environment leading to the consolidation of a healthy organization and positively affecting to the job performance of the company's personnel.

Continuing with the Goleman et al's postulates (2008): The domains of resounding leadership are characterized by the fact that each society has certain emotional competencies. Table 1, shows that a resonant

leader must possess certain characteristics and competencies linked to emotions and personal development, to reflect his followers, since this type of leadership projects a direction based on confidence, positive attitude and emotional control, which allows to generate balance and understanding of the team of work, to guide the company's plans and objectives towards successful achievement.

Table 1
Typical of the resounding leadership

Field	Concept	Emotional Competences
1. Self-awareness	It consists in the deep understanding of the emotions of this leader, as well as his strengths, limitations, values and motivations.	1. Emotional self-awareness 2. Proper assessment of oneself 3. Self-confidence
2. Self-management	It refers to the ability to effectively manage emotions, feelings and impulses, as well as not losing concentration when they are under pressure.	4. Self-control 5. Transparency 6. Adaptability 7. Achievement 8. Initiative 9 Optimism
3. Social awareness	It is the individual's ability to understand other people's emotions and act accordingly with them.	10. Empathy 11. Organizational awareness 12. Service 13. Inspiration 14. Influence
4. Relationship management	It is a skill that constitutes the proper management of the emotions of others.	15. Personal development of others 16. Catalyze change 17. Conflict Management 18. Teamwork and collaboration

Source: Own elaboration, 2020, based on Goleman et al. (2008).

On the other hand, it is essential that the leader knows the qualities of the environment where they are immersed such as constant transformation, technological conditions, political-legal conditions, economic conditions, and social conditions, this will allow him to make better decisions to guide the personnel and organization in the scope of the established goals (Chirinos et al., 2018).

According to Goleman et al. (2008),

there are six leadership styles. The first ones encourage resonance and the other two, although they are useful in specific situations should be used with care, as they belong to the dissonant style. Table 2, shows that resonant leaders identify themselves because they have the quality to observe people individually and in groups, interpret their signals, and then adopt the style that is most appropriate in every situation. This means that they should not only

know how to use the modalities that generate resonance, but also when they should use the positive aspects of dissonant styles. In order

to make your followers or employees improve their job performance for an organization that can be considered healthy and productive.

Table 2
Styles of resounding leadership

Resonants	
<p>1. Visionary Style: Determines the direction a group should follow, but does not impose the way each person should act, allows innovation, experimentation and allocation of expected risks, preventing the escape of good employees, they perfectly understand that their work matters and know why.</p>	<p>3. Affiliation Style: Values people and their feelings by marking emotional needs above the achievements of tasks or objectives, encourage and promote harmony as well as team resonance, strengthen relationships and workers' happiness, one of its main functions is to improve communications and raise confidence.</p>
<p>2. Coaching Style: Try to research people's lives, their dreams, their expectations and their goals. It's a trainer. it focuses not only on achieving business objectives but also on the personal development of employees, allows to establish a relationship of learning, understanding and trust, contributes to the identification of their strengths and weaknesses to integrate them into their personal aspirations.</p>	<p>4. Democratic Style: It is participatory, encourages the confidence, respect and commitment of all involved, allows employees to have a voice in decisions that affect the achievement of the objectives, increases flexibility and responsibility, listening to the proposals of their collaborators.</p>

Source: Own elaboration, 2020, based on Goleman et al. (2008).

In Table 3, two leadership styles are identified according to the aforementioned author's postulates, these have been widely and historically used in organizations, but nevertheless, today they have been replaced by the evolution in business environments, which has led globalization, so these

dissonant leadership styles are applied with care since they can negatively affect business management, so it is not advisable to establish radical positions; In this regard, it is important to clarify that when deciding to apply this type of leadership in management, it must be rational and prudent.

Table 3
Dissonant leadership styles

Disonants	
<p>1. Timonel style: Has an imitative leadership behavior, it is very useful especially in technical or professional fields especially in the first phase of the company cycle, the obsession of this is to want to do things better and more quickly, leads to pretend that everyone does the same, realizing that there are less productive workers, this causes that the leader solve the problems personally.</p>	<p>2. Authoritarian style: It is appropriate when it is necessary to produce a great change or mobilize conflicting labor forces, or change the habits of an organization, urgently and bluntly, are ideal to meet specific objectives, because they provide clear guidance in the midst of chaos and then return to normality, therefore this style should be used with extreme caution, in case they really result in critical situations or extreme need.</p>

Source: Own elaboration (2020), based on Goleman et al. (2008).

1.2. Determinants of work performance influencing the consolidation of sustainable and healthy entrepreneurship

It is essential to indicate that the factors that determine the performance of work, directly influence organizational development either positively or negatively, therefore it is important to constantly and adequately evaluate the performance of employees, this allows to collect accurate information and evidence deviations in time, to apply corrective actions that impact the well-being of employees and company, in order to achieve the objectives set, aimed at consolidating into a healthy organization.

Consequently, Robbins & Judge (2017) states that in relation to job performance “it is generated from employees tending to prefer positions that provide them with opportunities, of which they can apply” (p.90). When different skills and abilities help perform various tasks, these characteristics help the work also be done by intellectual stimulation, the employee feels comfortable with the good performance within the organization and tends to be satisfied.

The same authors mentioned above add that: “Employees care about their work environment, this refers to the facilities for doing a good job, and prefer to feel good in safe, clean, comfortable environments that do not have too many distractions” (Robbins & Judge, 2017, p.345). This shows that people work more efficiently when they feel good in the area where they perform their daily activities.

In the same order of ideas, the work performance is defined as the behavior of the worker in the pursuit of the objectives set, this constitutes the individual strategy to achieve the objectives established (Chiavenato, 2011). In other words, every organization should have employees trained to carry out their functions, allowing the achievement of organizational objectives; in this sense, it is important to note that job performance is evaluated by pre-defined and evaluated factors, employees

cannot be evaluated solely on the basis of their professional competencies, but must go further and address aspects such as their analytical meaning in the situations presented to them.

According to Kinicky & Kreitner's postulates (2003), they consider that human resource brings with it to the company a number of factors such as their abilities, skills, feelings, experiences, principles and values that together with the working context enable or limit the conduct of employees with respect to their activities, therefore they raise the evaluation factors divided into three categories shown in Table 4.

Table 4, clearly visualizes the factors that should be considered in business management for the development and growth of human talent, allowing for proactive, high-performing work teams, resonant leaders have the ability to detect the capabilities of human talent and leverage it as an opportunity for performance improvement and productivity of the company, these factors are fundamental, they allow to show the satisfaction or not of the workers and provide important information to boost the work performance, therefore it is necessary to make improvements in the jobs, this motivates the employee and promotes to be more efficient and effective, thus generating a pleasant work environment leading to the consolidation of healthy organizations.

Having analyzed the postulates of the aforementioned authors it is important to note that the determinants of job performance (see Table 5) are of great relevance to organizational development and the consolidation of healthy organizations, therefore it is necessary to emphasize that when assessing job performance, it is relevant to involve factors that go beyond knowledge and skills, therefore, Mládková, Zouharová & Nový (2015), argues that knowledge, skills and motivational factors must be addressed. It is also important to note that the motivation of individuals is a factor of interest in organizations, without this variable it is impossible for companies to achieve their objectives and purposes.

Table 4
Determinant factors of the labor performance

Individual contributions	Labor context	Motivating process
<p>1. Skills: these are abilities and specialties, it can be intellectual that allows them to analyze and evaluate a particular situation or techniques related to the specialized activities of the trade or the job.</p> <p>2. Emotions: These are a crucial factor in the employee behavior, when feeling happy or angry will affect the fulfillment of their task.</p> <p>3. Beliefs and Values: these are guides, individual contributions to the organization that together with the elements of the work context influence the behavior of employees.</p>	<p>1. Physical environment: is a factor that enables or limits the behavior of employees, a safe and comfortable work environment, ensure a minimum of accidents, physical and mental work diseases.</p> <p>2. Rewards: These are forms of recompense for effort and dedication to the company, they can be bonuses, assignments, promotions, incentives and more.</p> <p>3. Management support: It is related to leadership, the process of influencing, protecting and supporting employees, and develops the style of leadership to be exercised.</p>	<p>1. Needs: These vary with time and place, exist in the human being without any good destined to satisfy it, can be modified by culture, but not created or canceled.</p> <p>2. Position design: it is important because it allows to turn boring or monotonous work into a more dynamic work where the feeling of achievement, responsibility and demand are greater.</p> <p>3. Job satisfaction: An emotional and affective response to various aspects of work, which responds to good management or leadership.</p>

Source: Kinicky & Kreitner (2003).

Table 5
Determining of job performance

Attitudinal factors	Operative factors
<p>1. Joint discipline of rules to maintain order and subordination among members of an organization.</p> <p>2. Cooperative attitude ability to work with others and collaborates harmoniously with their colleagues and supervisors, without neglecting the fulfillment of their duties, labor relations based on respect and collaboration.</p> <p>3. Initiative entrepreneurial and creative capacity that the worker has to finish a task.</p> <p>4. Responsibility of how the employee is dedicated to the work and executes the service within the required timeframe.</p> <p>5. Safety ability to comply with the rules and procedures established by the organization to protect the physical and mental integrity of the worker.</p> <p>6. Discretionary attitude that the worker possesses in the face of reliability in the management of information within the company.</p> <p>7. Personal presentation is the impression caused to others.</p> <p>8. Interest is the care and dedication expressed by the employees in the execution of the assigned tasks.</p> <p>9. Creative ability to conceive new and useful ideas.</p> <p>10. "Ability to realize" are the skills and personal knowledge that the worker possesses in order to carry out ideas and projects.</p>	<p>1. Knowledge of standards is the degree of knowledge that the worker has about the rules and procedures established by the organization.</p> <p>2. Quality is the accuracy, clarity and care with the workers can perform the assigned tasks in order to avoid errors and omissions.</p> <p>3. Amount of work is the volume of work capable of performing the worker in his working day, according to the requirements of the job.</p> <p>4. Accuracy refers to compliance with commitment to the implementation of its work.</p> <p>5. Teamwork is the willingness of the worker to join forces with other workers and carry out a common activity or objectives.</p> <p>6. Leadership is the process of influencing workers to direct their efforts towards achieving their goals.</p>

Source: Own elaboration, 2020, based on Chiavenato (2011).

In organizations, people make decisions and act on what they expect to receive in that exchange of organizational and personal benefits (for the worker himself and perhaps for its family). With the motivation of individuals, it is expected to obtain a better performance of the human factor to perform its activities within the organizational structure (Patlán, 2013). All these authors show that the job performance assessment must go beyond just looking at operational factors and give relevance to emotional and personal aspects, this will allow to be able to control the behavior of employees.

It is also significant to note that the results of the evaluation of job performance within an organization will have to be analyzed by the leaders of the organization, to seek solutions to the situations that arise there, to make appropriate decisions and to implement corrective actions, the resonant leader will approach them from a positive and adaptive perspective guiding his employees to meet the goals set in the set times, where they are one of the important factors of the company, for which it is necessary to achieve a state of physical and spiritual harmony that allows them to develop the planned activities with the highest levels of performance, without compromising their emotional health, causing damage to a growing and strengthening organization that can be considered healthy and productive.

According to the above approaches, it can be said that job performance describes the degree of commitment that employees have to the organization therefore the resonant leader must show great interest in the development and growth of employees by applying motivational strategies, interest in workers' objectives, promote entrepreneurial identity, maintain positive attitude to guide the work team, thus manages to carry out all the designated activities, in such a way that each employee efficiently meets the requirements necessary for the job, based on the achievement of the proposed objectives, which must be aligned with the mission and objectives of the company, generating a pleasant working

environment impacting on the consolidation of the organization to be healthy.

1.3. Healthy organizations and their characteristics.

According to Barrachina (2014), those organizations that invest in improving the health, well-being and productivity of employees, leaders develop positive work environments, generating well-designed jobs and offering their human talent opportunities for professional development and in their personal environment. It is therefore important to note that healthy organizations are not limited to meeting the basic needs of health workers, but also incorporate a holistic approach to these new aspects of work well-being, such as stress, emotional health and interpersonal relationships, are also accommodated.

Continuing with the postulates of the aforementioned author it is considered that healthy organizations meet certain characteristics such as: (a) Health has strategic value; b) employee health is an end in itself and not a means of achieving another end; c) achieve a healthy and safe working environment, with fewer accidents; d) in turn develop an inspiring social work amen for employees, where they are comfortable working with their peers and their bosses; (e) make employees feel vital, energetic, motivated and heavily involved in their work; f) get healthy products and services, offer excellent quality; (g) establish good relationships with the organizational environment, with a positive image and with corporate social responsibility.

However, it is important to note that not all organizations manage to be healthy and with positive work environments, where an adequate organizational climate stands out, that is why they are called toxic organizations defined by Barrachina (2014) such as those that have unstable and unhealthy environments, sometimes highly harmful to the worker, in which the management of the human talent department causes harmful effects on employees. In this type organizations

the practices, attitudes and actions of the management teams are emotionally unstable and have a number of characteristics such as: (a) Failures in communications; (b) cold or conflicting interpersonal relationships; (c) failures in the design of posts, conflicts and ambiguities; (d) lack of information, lack of feedback on the employee's job performance; (e) lack of identification with the organization. In addition to these characteristics, the aforementioned author adds a high degree of stress to which workers are subjected.

On the other hand, González (2006) indicates that a sick organization produces schizophrenia in its people, because it is a conversational space where artists of lying, confusing conversations, double messages, uncertainty, feelings of helplessness, in short, fear predominates with all its consequences. A sick organization destroys human capital, destroys the health of its members, as well as a tree in the shade that gradually withers, loses energy and dies, workers living in the shadow of schizophrenic organizations are exhausting their motivation, their real commitment and their effective contribution and they die in life, they are not noticed because they continue to walk and roam or gesticulate approvals, denying themselves and self-deceived by false ideas, but that takes its toll, the unconscious reacts to fraud and manifests itself in a neurosis, or in the somatization of a terminal illness.

That is why leaders have the responsibility to turn the company into a healthy organization, therefore the resonant leader must be the role model, guiding of their team with positive attitude, excellent communication and proactive, this will allow it to have proactive, skillful, innovative, creative, emotionally stable human talent, able to accept challenges and changes that arise, it is imperative that the leader understands the importance of measuring the job performance of its workers.

Therefore, it is important that the leader has the ability to identify his employees especially one toxic, according to the mink of Rojas, Chirinos & Garcés (2017), indicate

that a toxic employee, can be good at what he does, even productive, but his bad behavior, his selfishness, bullying, rudeness, his style too dominant, constantly giving his opinion in an angry and complaintful way, results in the demoralization of other employees, today it has been proven that healthy aptitude and attitude on the part of employees towards their colleagues have positive effects on the organization.

2. Methodology

The research is oriented on the quantitative paradigm of the descriptive-correlational type according to the method and objectives proposed, with a non-experimental field transectional design. In this sense Sabino (2014), indicates that this type of investigation is concerned with describing facts on the basis of a theoretical criterion defined previously. A correlation was made between the variables under study, since according to Tamayo (2004), it is "primarily intended to determine the degree to which variations in one or more factors are concomitant with covariation in one or other factors" (p.103). In this sense, the objective was to analyze the impact of resonant leadership on job performance in order to consolidate healthy organizations following the hypotheses that were previously raised.

2.1. Population

The population of interest was made up of public service employees of public service companies in Venezuela, the interviewees were the managers, supervisors and administrative employees of the public service department. Therefore, the population consists of 32 subjects. The population is accessible and finite so it is assumed as shows the entire population Tamayo (2004), reason why, for the ends of the study it was not necessary to apply any sampling procedure.

2.2. Data collection techniques and instrument

The collection of data was carried out through two questionnaires, under the parameters of the Likert scale with Five (5) alternative response for each assertion raised, (5. always; 4. almost always; 3. Sometimes; 2. almost never; 1. never), the first called contentive resonant leadership questionnaire of 12 items and the second called job performance with 9 items. To perform the analysis of the results, the descriptive statistical method was specifically used the techniques of central trend measures (average) Hernández, Fernández & Baptista (2014), for this purpose, a scale was built for the transformation of the quantitative data of the mean, and thus interpret it qualitatively in the light of the investigative criteria, the construction procedure was as follows:

The amounts of questions asked by each indicator were taken and related to the five alternatives of response quantitatively (5, 4, 3, 2, 1), obtaining five ranks in the results and assumed the qualitative categories 5. Very present (Very/Pre); 4. Present (P); 3. Medium-sized present (Med/Pre); 2. Little present (little/Pre); 1. Absent (A). Which gave rise to the construction of the following scale (see Table 6).

Table 6
Measure of interpretation of the arithmetic mean

Range	Alternative	Interval	Category
5	Always	4.21 – 5	VERY/PRES
4	Almost Always	3.41 – 4.20	PRES
3	Sometimes	2.61 – 3.40	HALF/PRES
2	Almost Never	1.81 – 2.60	LITTLE/ PRES
1	Never	1- 1.80	ABSENCE

Source: Own elaboration, 2020.

3. Results and discussion

In this section are presented the analysis and interpretation of the statistical results, showing in the tables the arithmetic means of the resonant leadership variables and work performance with the different indicators that were addressed. Analyzing Table 7, the following results are shown for the visionary indicator and it is observed that 26.67% of the population surveyed indicates that this style is always present in the leader, meanwhile 48% indicates that almost always, 18% states that sometimes, 4% than almost ever before, and 2.66% indicates that this style of leadership is never present in the managers of the utility company, the result of the arithmetic mean for this indicator is 3.92 understanding that the indicator is in the present category, reflecting that its consideration is essential for the analysis of resonant leadership style in the organizations under study.

Table 7
Styles of resounding leadership

Indicator	Items	A		AA		S		AN		N		Media
		FA	%	FA	%	FA	%	FA	%	FA	%	
Visionary	1-3	20	26.67	36	48	14	18.67	3	4	2	2.66	3.92
Coaching	4-6	28	37.33	28	37.33	14	18.67	4	5.34	1	1.33	4.04
Affiliative	7-9	8	10.66	31	41.33	28	37.33	5	6.66	3	4	3.48
Democratic	10-12	5	6.67	34	45.33	30	40	4	5.33	2	2.66	3.48
Totals	12	61	20.33	129	43.00	86	28.67	16	5.33	8	2.67	3.73

Note: A: Always; AA: Almost Always; S: Sometimes; AN: Almost Never; N: Never.

Source: Own elaboration, 2020.

In relation to the Coaching Indicator it is observed that 37.33% of respondents say that this style is always present in the leader, 37.33% indicate that almost always, 18.67% indicate that this style of leadership is sometimes present, 5.34% say that they almost never show this style of leadership in their leader and 1.33% indicate that the coaching leadership style is never present in the organization's leader, the result of the arithmetical average for this indicator is 4.04 understanding that the indicator is located in the present category consequently it indicates itself that this one is important to analyze the resounding leadership.

Continuing with the interpretation of the Table 7 it was identified that the affiliative indicator according to the answers of the interrogated persons obtained 10.66%, for the alternative always, 41.33% for almost always, 37.33% in the alternative sometimes, 6.66% for hardly ever and 4% for never, the result of the arithmetical average for this indicator is 3.48 what means that shortcoming exists someone as for the development of the style of leadership affiliative in the managerial management, nevertheless locates in the present category, in accordance with the scales of interpretation of the arithmetical average established, what means that it is necessary to take into consideration for the analysis of the style of resounding leadership in the organization.

Likewise, the democratic indicator is

interpreted which obtained 6.67%, for the alternative always, 45.33% for the alternative almost always, 40% for the alternative sometimes, 5.33% for the alternative almost never and 2.66% for the alternative never, these percentages of responses indicate that some deficiencies are reflected in the application of this style of leadership in the organization, nevertheless the arithmetical average is of 3.48 what indicates that this leadership style is present in the studied organizations, therefore its considerate important in the analysis of the style of resounding leadership.

Generally speaking, it is noted that for the variable resonant leadership styles the subjects surveyed are in a position present with a 3.73, according to the category indicating the scale for the interpretation of the arithmetic mean.

Table 8, shows that in the indicator capacity 28% of the population surveyed indicated the alternative always for this factor which represents the disinterest of business management in taking into account this factor, 48% indicate almost always what means that this factor is very important for workers for the evaluation of work performance, 36% for the alternative sometimes, finding the importance of this factor, 4% for alternatives almost never and never respectively, it is also apparent that this factor obtained an average of 3.92 that allows it to be placed in the present category, which means that for workers it is important that this characteristic be considered to evaluate its performance.

Table 8
Job performance factors

Indicator	Items	A		AA		S		AN		N		Media
		FA	%	FA	%	FA	%	FA	%	FA	%	
Capacities	1-3	21	28	36	48	12	16	3	4	3	4	3.92
Emotions	4-6	7	9.33	36	48	27	36	5	6.67	0	0	3.60
Values	7-9	5	6.67	35	46.66	28	37.33	5	6.67	2	2.67	3.48
Totals	9	33	12.44	107	16.45	67	29.78	13	5.78	5	2.22	3.66

Note: A: Always; AA: Almost Always; S: Sometimes; AN: Almost Never; N: Never.

Source: Own elaboration, 2020.

For this part the emotions indicator yields 9.33% for the alternative always, 48% for the category almost always indicating that emotions are fundamental in the work performance of employees, 36% for the alternative sometimes, 6.67% for almost never, 0% the arithmetic mean for this factor is 3.60 placing in a category present, however, employees indicate that they almost always feel negative emotions because of the work environment.

While the values indicator achieved a result of 6.67% for the alternative always, 46.66% for the alternative almost always, 37.33% for sometimes meaning that leaders are paying little attention to this factor that is important to workers and consider it necessary to use it in the performance assessment as this

affects job performance, 6.67% for almost never and 2.67% for never the arithmetic mean for this factor is 3.48 indicating that it is present, but they state that it is not a main constant for the organization, which shows that the leaders of service companies downplaying the individual contributions of employees, since they feel dissatisfied and disoriented, this affects the proper job performance of human talent.

Table 9, shows the results of measuring the resonant leadership variables and working performance that allow to contrast and analyze the impact of resonant leadership on the work performance for the consolidation of healthy organizations, for this purpose the totals of the measurement of each variable were taken by alternative response and the arithmetic mean, for the interpretation of these results, the

categories of the established scale were used.

Table 9
Variables: Resounding leadership and labor performance

Variables	Items	A		AA		S		AN		N		Media
		FA	%	FA	%	FA	%	FA	%	FA	%	
Resounding leadership	1-12	61	20.33	129	43.00	86	28.67	16	5.33	8	2.67	3.73
Labor performance	1-9	33	12.44	107	16.45	67	29.78	13	5.78	5	2.22	3.66

Note: A: Always; AA: Almost Always; S: Sometimes; AN: Almost Never; N: Never.

Source: Own elaboration, 2020.

Therefore, it is possible to appreciate that the average for resounding leadership is 3.73 indicating that this leadership style is present with its respective characteristics, highlighting that the style that more stands out is the coaching with an average of 4.04 according to the measurement described in the Table 7, a resounding leader means that the personnel identifies with a predominant characteristic in its style of leading the company.

Likewise, there observes the result for a variable labor performance that obtained an

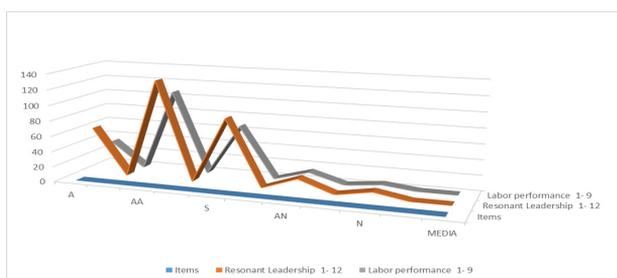
average of 3.66 indicating that the variable is present in the organization and the others are very important for its workpeople that this variable is considered in the management of resounding leader, inside the factors that measured themselves for the most out-standing labor performance, in Table 8 is the factor capacities with an average of 3.92 according to the demonstrated in the table, which means that in the organization for its employees and managers it is very important to keep in mind the capabilities of human talent, for the performance of working and achieving the

consolidation of healthy organizations.

Graph I, shows the impact and influence that resonant leadership has on the performance of work, since the leader is the guidance of the organization, whether or not it will depend to a large extent on the actions of the leader and its management, this analysis

identifies that the resounding leadership is present in the organizations study object, nevertheless it was possible to determine that although it is present shortcoming exists in the entire application of this style of leadership, because the leaders incline more for the style coaching and have not been able, it generates a

balance to apply other characteristics.



Source: Own elaboration, 2020.

**Graph I: Correlation of variables:
resonant leadership and work
performance**

In this sense it is indicated that this affects to the labor performance of the workpeople preventing the full development of their capacities, a key factor for them according to the results analyzed, in short it can be said that the impact of resonant leadership on the work performance of workers in the organizations analyzed is of moderate compliance even when it is in the present category it difficult the total development necessary to achieve the consolidation of healthy organizations, this makes it possible to strengthen the hypotheses raised:

H1: The resounding leadership affects the labor performance to consolidate healthy organizations, we show that resounding leadership does affect workers job performance since it presents shortcomings in the managerial management of the leader, since this leadership style is not applied in the

companies it was appreciated that the leaders are slightly communicative do not present positive attitude opposite to the present situations not to demonstrate big interest in the development and growth of the personnel applying motivational strategies, these generates dissatisfaction in the personnel and is reflected in the performance of its works, giving as a result that does not lead it to the healthy organizations consolidation.

H2: The impact of the resounding leadership in the labor performance allows to consolidate healthy organizations, in this study it was observed that the impact that generates the fond managerial management from the leader straight the labor performance of the personnel preventing the consolidation of healthy organizations, since the workers feel unsatisfied in its work place, disabling the achievement of the targets established by the leader, what generates an unpleasant labor ambience, lack of motivation, suspense where it predominates over the fear with all its consequences, this allows to say that the

organization study objects are removed of being healthy organizations.

The results indicate that the leaders present a resounding leadership moderate and inclined towards the characteristic of the leader coaching, since they encourage productive behaviors so that the personnel assimilates them in its labor area, on the other hand, it is possible to infer that the leaders are not studying in depth the development of the skills of the personnel, its motivating and decisive influence is not a feeling used favorably, what provokes that the enthusiasm and the optimism in the team of work does not reach high levels.

Consequently, Goleman et al. (2008) indicates that a resounding leader must do emphasis in empathize proving to be an optimist and enthusiast in order to inspire them. Being the resounding leader who encourages workers to develop their skills and have initiatives, even being in a moderate category, allows to affirm that the development of the characteristics of the resounding leader can be presented in small service companies, taking advantage of the development of a healthy organization.

In this sense, Chiavenato (2011) shows that the individuals demonstrate its capacities, skills and perceptions in its jobs across its effort, the obtained results demonstrate that the labor performance of the personnel of the companies objects of study is present in them but its labor performance is of moderate fulfillment, indicating the need to promote the experience, capacities and workmanship of the employees in such a way that they allow to the organization they achieve the raised targets, in an agreeable labor ambience and in ideal conditions.

These results make it possible to say that leaders are not making the most of the individual aspects of employees by endangering the survival of the organization, this is supported by Newstron & Davis (2002), who believe that survival in a highly competitive market depends on the high levels of labor performance of human talent. Therefore, the leader must address these indicators, which will enable them to be

channeled, and leveraged to raise employees' job performance based on the success of the organization, consolidating a positive work environment by leading the organization to be truly healthy.

Conclusions

At present the organizations face big challenges, one of them is turning into healthy organizations where the leaders look for the success investing in improving the physical and emotional health of its personnel, for it there becomes necessary the development of a leadership that sees beyond the facts and the economic results, which it presents competitions in the execution of its work but also emotional competitions, a leader who is inspiring, motivating, awkward, visionary, united, integrating, risky, responsibly, enterprising, creatively, optimistic, with the skill of recognizing and handling its own feelings, that is to say that a harmonic tuning develops with the human talent to its charge, therefore the resounding leadership is the one that more adapts itself to these requests. The leadership is not a fashion or a tendency, the human beings think about how for nature whom to follow in whom trusting, and that's what the resonant leader has to exploit to make its subordinates respond with high job performance.

However, the results of the analysis conducted in utilities show that resonant leadership is poor in organizational management, i.e. that its leaders do not give sufficient importance to the job performance of employees, minimizing the use of opportunities and training, workers feel demotivated and dissatisfied, do not drive improvements in jobs, which does not lead to the development of proactive and high-performance work teams, with initiative, able to accept, face and overcome the changes they face, therefore it is imperative that the leader is able to evaluate what it does, as it does, in what time and the effort it takes for its human talent to fulfill its functions.

In this situation, it is recommended that organizations self-assess, make appropriate and positive decisions regarding the leadership style they must implement, in order to improve their administrative, managerial and human talent management processes, in this regard they are encouraged to implement resonant leadership with all their characteristics considering primarily the work performance of their employees, in this regard, as they are a fundamental part of operations in organization, and the key to the consolidation of healthy organizations.

In summary, the leaders analyzed in this study do not meet all the characteristics to exercise a resounding leadership that can boost their employees a high level of work performance, in addition to the conditions of the environment outside the organization such as: the political difficulties, legal restrictions, economic, health and education crisis that the country is experiencing, this does not help companies to become healthy organizations, the moderate state in which they are found places them in a position of danger, that is to say closer to becoming toxic or sick organizations, those where the environment is unpleasant, their leaders are emotionally unstable and staff are at risk of health difficulties.

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