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Artículos Científicos

**Análisis correlacional del bienestar psicológico en el
trabajo, liderazgo transformacional y confianza en el líder:
caso de una mype industrial**

*Correlational analysis of psychological well-being at work, transformational
leadership and trust in the leader: Case of an industrial small Enterprise*

*Análise correlacional do bem-estar psicológico no trabalho, liderança
transformacional e confiança no líder: caso de um tipo industrial*

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Resumen

En el presente estudio se examinó la correlación existente entre el bienestar psicológico en el trabajo, el liderazgo transformacional y la confianza en el líder según la percepción de trabajadores de una pequeña industria ubicada en la ciudad de Durango, estado de Durango, México. El objetivo de la investigación fue analizar las posibles relaciones entre las percepciones de los trabajadores sobre el estilo de liderazgo y su bienestar psicológico, así como verificar el papel de la confianza sobre tales relaciones. Se llevó a cabo un estudio de caso cuantitativo, de corte transversal correlacional. En concreto, se realizó un censo a una población de 23 trabajadores. El análisis de correlaciones mostró importantes asociaciones entre el liderazgo transformador (consideración individualizada, motivación inspiradora, influencia idealizada y estimulación intelectual), la confianza en el gerente, así como el bienestar psicológico en el trabajo. Desde una perspectiva práctica, los aportes científicos proveen una herramienta potencial para el diagnóstico del bienestar psicológico en el trabajo con un rigor metodológico en la métrica, lo cual permite comprender las nociones de bienestar y liderazgo, así como plantear estrategias organizacionales para las mypes.

Palabras clave: gestión empresarial, liderazgo, pequeñas empresas.

Abstract

The present study examined the correlation between transformational leadership, psychological well-being at work and trust in leader in the perception of workers in a small transformation industry located in the city of Durango. State of Durango, Mexico. The objective of the research was to analyze the possible relationships between workers' perceptions of leadership style and their psychological well-being, as well as to verify the role of trust in such relationships. A quantitative, cross-sectional correlational case study was carried out, carrying out a census of a population of 23 workers. The analysis of correlations shows important associations between transformative leadership (individualized consideration, inspiring motivation, idealized influence and intellectual stimulation). trust in the manager, as well as psychological well-being at work. From a practical perspective, scientific contributions provide a potential tool for the diagnosis of psychological well-being at work with a methodological rigor in the metrics, which allows understanding the notions



of well-being and leadership and proposing organizational strategies for Micro and Small Enterprises (MSE's).

Keywords: business management, leadership, small enterprises.

Resumo

Este estudo examinou a correlação entre bem-estar psicológico no trabalho, liderança transformacional e confiança no líder de acordo com a percepção dos trabalhadores em uma pequena indústria localizada na cidade de Durango, estado de Durango, México. O objetivo da pesquisa foi analisar as possíveis relações entre as percepções dos trabalhadores sobre o estilo de liderança e seu bem-estar psicológico, bem como verificar o papel da confiança nessas relações. Foi realizado um estudo de caso quantitativo e transversal. Especificamente, foi realizado um censo em uma população de 23 trabalhadores. A análise de correlação mostrou associações importantes entre liderança transformadora (consideração individualizada, motivação inspiradora, influência idealizada e estímulo intelectual), confiança no gerente e bem-estar psicológico no trabalho. Do ponto de vista prático, as contribuições científicas fornecem uma ferramenta potencial para o diagnóstico do bem-estar psicológico no trabalho, com um rigor metodológico nas métricas, o que nos permite entender as noções de bem-estar e liderança, bem como propor estratégias organizacionais para o mipes.

Palavras-chave: gestão de negócios, liderança, pequenas empresas.

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Introduction

Micro, small and medium-sized enterprises (MSMEs) register a global growth trend, so that in Latin America and Mexico they have become in recent decades an important engine of the economy that generates employment and self-employment significantly. According to Sansores and Navarrete (2018), in the world these constitute more than 95% of the economic units, a percentage that in Latin America increases up to 99%, and in both cases they employ more than 60% of the total workers.

Even so, this research only focuses on the analysis of micro and small companies (mypes), since medium-sized companies have more defined structures in their processes and operating mechanisms, which brings them closer to large companies (Posada , Aguilar and Peña, 2016). Specifically, the approach is set in the case study of a small industrial company (which has 26 workers, including the manager) belonging to the transformation sector located in the city of Durango, Durango, Mexico.

For classification, the Official Gazette of the Federation (2009) - still in force - was used, in which it is mentioned that one of the basic criteria for the classification of MSMEs is the number of its employees; that is, microenterprises have up to 10 workers; the small ones, between 11 and 50; the medium, between 50 and 250, and the large more than 251.

In Mexico, mypes make up 99.8% of companies and 72.3% of employment sources. However, their productivity is relatively low, since together they only contribute 25% of the gross domestic product (GDP), according to data from the National Institute of Geography and Information Technology (Inegi), updated until 2018. Likewise, and according to Posada et al. (2016) —which are also based on data offered by the Inegi—, the main problems of the mypes are excessive competition, scarce clients, lack of credit, minimum profits, problems with the authorities and payment between suppliers and customers, reasons why their average life expectancy is 7.7 years. In fact, more than 80% of these do not survive after two years. This means that management as a variable has a primary role that precedes leadership.

Over 30 years - as Posada et al. (2016) -, the previously described problem has been analyzed to find mechanisms that help mypes not only to grow, but also to develop and have added value so that in their social environment there is a better redistribution of wealth.

In this regard, Avendaño and Perrotini (2015) - based on data from the Bank of Mexico (2013) and the World Bank (2014) - explain that Mexico has had slow growth in this



area since the 1980s due to failures of market, government and various economic and financial variables.

These factors limit the possibilities of action of microentrepreneurs and small entrepreneurs in raising the potential of their financial and material resources, although they maintain their efforts in relation to human capital, an indispensable factor not only to promote productivity, competitiveness and profitability of their companies, but also to prevent them from disappearing in the first two years of foundation. In order to strengthen this capital, of course, clear policies are needed regarding promotions, remuneration, evaluations and training, variables that arise from management.

For this reason, the present study seeks to determine the factors of value and competitive advantage that represent human capital from the concept of psychological well-being at work under the style of transformational leadership, as well as the implication of trust in the leader to establish the relationship between the variables, which will allow to know possible tools for effective strategies in the management of human capital.

An effective management of human capital can be significant for the permanence and success of mypes. The challenge, however, is to identify and manage the conditions so that people with different needs, knowledge, attitudes and learning not only get optimal work factors, but also feel full and fulfilled in their lives, which can benefit the business in in terms of productivity, innovation and other proposed objectives.

In the present investigation, a quantitative case study was carried out, with a correlational cross-section, for which a census was applied to a population of 23 workers. The hypotheses evaluated were the following:

- H1. There is a correlation between the transformational leadership style and psychological well-being at work.
- H2. There is a correlation between transformational leadership and confidence in the leader.
- H3. There is a correlation between trust in the leader and the perception of psychological well-being at work.



The results express the perception that workers have and show an important level of correlation between transformational leadership (individualized consideration, inspiring motivation, idealized influence and intellectual stimulation), confidence in the manager, as well as psychological well-being at work.

From a practical perspective, scientific contributions provide a potential tool for the diagnosis of psychological well-being at work with a methodological rigor in metrics, which allows us to understand the notions of well-being and leadership and propose organizational strategies for mypes.

Initially, the practices aimed at the promotion of labor welfare focused on social programs aimed at improving the moral and mental conditions of the worker; subsequently, in projects aimed at modifying working conditions or offers of special benefits that complement the income and social conditions of the worker; later, to the achievement of strategies for the increase of loyalty, motivation and, finally, to the search for conditions that will improve the integral management of the quality of work life (Barley and Kunda, 1992).

In recent years, studies that emphasize the relationship of happiness in human beings and the effect it produces at work began to be relevant, and it was determined that it is a variable that affects the other significantly. Subsequently, it has been shown that happiness is only a hedonic component of the cognitive aspect of the human being, so studies have extended the conceptualization and have covered aspects related to personal development, which has resulted in an eudamonic approach, which considers others aspects of life that alone satisfiers of pleasure do not meet. Therefore, research has sought to conceptualize both approaches with the term psychological well-being, and it has been determined that the higher this is, the better performance and attention to tasks are achieved (Diener y Biswas-Diener 2002; Diener y Seligman, 2004; Seligman, Ernst, Gillham, Reivich y Linkins, 2009).

Indeed, individuals with higher levels of evaluative well-being have more capacity to project their future (this part is related to the eudaimonic perspective) than other individuals with lower prospects of overcoming, which focus more on the daily experience of well-being, precisely because their future prospects are much less secure (which is closely related to the hedonic perspective) (Adler et al., 2013; Adler, Dolan and Kavetsos, 2014).

According to the results of the works cited, some applications have been made to the labor field, especially in US and European societies through the management of improvements for working conditions with positive results. However, it has also been shown



that well-being does not only constitute objective aspects such as salary or access to public services, but also affective variables of the human being, since cognitive elements must be considered, as well as the importance it has for People define the meaning of life and the factors necessary for their personal growth.

Some studies analyze the role of individual and collective well-being, and have found that work is a determining part of the elements that compose it. Peiró, Tordera, Lorente, Rodríguez and Ayala (2014) cite Koopmans et al. (2011), who demonstrated, through 58 studies on individual performance, that there are three general dimensions of performance related to well-being: the first refers to the fact that the good fulfillment of the task is closely related to the job description and the domain of work activity; the second, that performance may be conditioned by the organizational climate (hence a better performance in a good working environment), and the third, counterproductive behaviors at work (eg, absenteeism, theft or substance abuse) are linked to performance and especially to the deficiencies perceived in the welfare category. This, in a nutshell, means that the work environment plays a key role in achieving stability.

However, the reality shows that the entrepreneurial trend of microentrepreneurs and small entrepreneurs is more focused on the indiscriminate reduction of costs, which affects the well-being of employees and causes low level of productivity and competitiveness (Peiró et al., 2014).

The weighting of the variables described highlights the role of the leader in the proper conduct of mypes. Indeed, it is necessary to have a leadership that resizes the role of well-being in the management of human capital as a strategic ally of productivity, commitment and business success.

The culture of the leader and of the workers, as well as the economic conditions and the limited resources - as already mentioned - are factors of great relevance to emphasize aspects of business management both quantitative and qualitative, which are considered subjective assessment.

In the midst of all these reflections, the concept of human capital has progressively evolved with the contributions of authors such as McKinsey, HayGroup, Byham, Chowanec, Newstrom, Olsen, Hayasi and Dolan, among others cited by Castilla (2014), who stands out in his I work on the interest in evaluating the role of the empowerment of the human factor in business management. On the other hand, the academic analysis about the concept of well-



being and its impact on productivity has had to break with prejudices, as pointed out by Millán and Castellanos (2018).

The reluctance exceeds this area and they are also present in the business field, so that it is necessary to sensitize business leaders so that they can appreciate and weigh the importance of employee welfare conditions as a substantive factor for the retention of human capital, since it has been taken into account - as noted by the researchers - that human beings, regardless of their hierarchical level, involve in their productive activities emotional, affective and cognitive factors.

The aforementioned is an issue that is occupying the agendas of international organizations such as the Organization for Cooperation and Development (OECD, 2018), the Economic Commission for Latin America and the Caribbean (ECLAC, 2018) and the International Labor Organization (ILO, 2018), among others that have perceived the importance of well-being as a factor of progress and social development.

However, according to Castellanos and Rojas (cited by Millán and Castellanos, 2018), well-being can be of two types: objective, which is determined by aspects of a material nature (that is, economic resources necessary to meet the needs of life, such as access to public health systems, education, decent work, etc.), and subjective well-being, which generates greater indicators of quality in people's lives - although it does not have to do precisely with the issues material, although these have a significant impact on the others— and are directly associated with satisfaction, happiness with life and fulfillment, for which aspects such as social relations, meaning and purpose.

In this regard, several authors point out that it is increasingly important to evaluate various variables, in addition to economic indicators, to measure the progress and development of companies. Moreno and Ibarra (2017), for example, use a scale of happiness for service company workers, which allowed them to confirm that the welfare state is directly related to the level of performance of the workers or employees, hence they suggest create spaces where positive emotions and the strengthening of social relationships are fostered, as well as the superior meaning at work.

Regarding the Mexican context, the research of Millán and Castellanos (2018) is illustrative, who consider that in the country the measurement of well-being has been carried out erroneously, since variables or socioeconomic indicators have been taken as reference, such as the human development index or the marginalization and poverty index, which focus



on knowing people's well-being according to whether or not they have access to indicators such as housing, automobile, computer, cell phone, Internet, etc. In this regard, these authors consider that these variables are incomplete because they do not include the assessment that people have of their lives, thoughts and feelings.

Millán y Castellanos (2018) They emphasize that socioeconomic factors cannot be central to the measurement of well-being, because if that were the parameter it would be feasible to assume that a nation with a higher gross domestic product (GDP) would have a population with higher levels of well-being, which has not been endorsed in specific weights. The researchers mentioned that measurements made in China towards the year 2000 denied that theory, since it was shown that in that nation some increases in GDP could reduce the levels of satisfaction reported by its population. Therefore, they emphasize that the increase in income does not necessarily translate into an increase in well-being, because this implies satisfaction and cognitive and emotional conditions, aspects not valued by the socio-economic approach of well-being.

In fact, companies are mainly interested in addressing the issue related to well-being because there are alarming statistics that associate this problem with the costs caused by increasingly recurring diseases, such as depression, digestive disorders linked to stress and absenteeism, which is generating large economic losses for companies, a phenomenon that for the mypes can be catastrophic (Dagenais-Desmarais and Savoie, 2012).

For their part, Dagenais-Desmarais and Savoie (2012) offer a model of psychological well-being at work based on how the theoretical framework of reference has been developed on the approaches that have prevailed in the research and on the way in which they have been addressed to adapt them to organizational studies. These authors have proposed the following five factors to determine psychological well-being in the work domain: interpersonal adjustment at work, job prosperity, feeling of competence, desire for participation and perception of recognition at work. For this proposal the mentioned authors have been based on the main scales validated and accepted in other works, such as the index of psychological well-being used in the work of Crocker and Algina (1986), the scale of manifestation of psychological well-being of Massé et al. (1998a, 1998b), the psychological scale of manifestation of anxiety of Massé et al. (1998a, 1998c), the positive and negative affect program of Watson et al. (1988), as well as the scale of satisfaction with the life of Diener et al. (1985), all referred to in Dagenais-Desmarais and Savoie (2012), which has served to



achieve a solid support for the conceptualization of subjective psychological well-being at work.

Likewise, but in more recent years - as Llorens, Salanova and Lasilla (2009) mention - interest has increased in studying the role of the leader in creating environments of psychological well-being at work. In fact, this influence has been analyzed to manage organizations that are characterized by investing collaborative efforts, to maximize the well-being of employees and thereby impact on productivity, which generates well-designed and meaningful positions, as well as better organizational climates that they show equitable and accessible opportunities to develop personal purposes such as career or work-life balance.

For Perilla and Gómez (2017), the type of leadership to consider to promote psychological well-being at work is the transformational one, which was proposed by Burns in 1978 and subsequently developed by Bass in 1985, who made a clear difference between this style and the transactional. Both authors believe that transformational leadership consists in generating a relationship of participation and commitment that turns followers into leaders and can turn leaders into moral agents.

According to Bass (1985), through transformational leadership the leader motivates followers to obtain a performance that exceeds expectations by transforming the attitudes and values of followers. This style of influence highlights a process through which followers are distinguished from distinguishing themselves as the challenges and opportunities of their environment.

For its part, Lapo (2015) considers that transformational leadership is linked to the ability to lead people in an organization to achieve its objectives. For this, the management must be based on respect for the leader, which arises from his professional and personal qualities, as well as his knowledge and abilities to transmit his values. A transformational leadership, therefore, will represent a strategic process to ensure the success of the company.

In the same way, the transformational leader is able to go beyond his immediate interests through his influence and charisma, inspiration, intellectual stimulation or individualized consideration, thereby raising the level of maturity and ideals of the follower. In addition, the transformational leader is trained to convey his concern for the achievement,



self-realization and well-being of others, of the organization and of society, essential elements to gain the credibility and commitment of his followers.

Even so, it is worth noting that there are few studies on the process through which transformational leadership produces changes in indicators of psychological well-being at work. In this sense, Sivanathan, Arnold, Turner and Barling (2004) have proposed a series of psychological processes of the followers that are stimulated by the behavior of the leaders and that could mediate the relationship between these variables: trust in the leader, significant work, organizational and occupational identity, among others.

Confidence in the leader, specifically, has been associated with transformational leadership, as it seems to be key for this form of leadership to be effective. Podsakoff, Mackenzie, Moorman and Fetter (1990) emphasize in their research that the commitment the follower has will depend on the leader's ability to build trust between them. Other research also highlights the relationship of trust with positive organizational results (eg, performance), as well as with better psychological conditions and personal interrelation at work (Abbott and Freeth, 2008; Salanova, 2008).

However, empirical evidence to determine the role of the leader as a mediator between transformational leadership and psychological well-being in the work of employees is still scarce (Braun, Peus, Weisweiler and Frey, 2013; Gilstrap and Collins, 2012). In fact, Perilla and Gómez (2017) - quoting Kelloway, Turner, Barling and Loughlin (2012) - mention that their research is the only one that explores the relationship of transformational leadership with the psychological well-being of employees, which was concretized with a group of 436 workers from a Canadian telecommunications company. However, it is worth mentioning that psychological well-being was measured with the general health questionnaire (Goldberg, 1972), an instrument designed to assess mental health problems through the report of symptoms of malaise, instead of the psychological well-being itself (García, 1999). The results showed a total mediation of confidence in the relationship between transformational leadership and employee welfare (more precisely, the absence of discomfort).

For this reason, this variable includes the variable of confidence in the leader as a mediator between the style of transformational leadership and psychological well-being at work. In summary, this study has been designed with the purpose of providing information - in a context of low competitiveness, such as the state of Durango - on the way in which



psychological well-being at work subject to transformational leadership can generate opportunities for more effective management as an advantage against all the limitations that mypes must face.

Methodology

A quantitative, cross-sectional cross-sectional study was carried out. Specifically, a case study was carried out, which was carried out through a census applied to the workers of a small industrial company (located in the municipality of Durango, state of Durango, Mexico) that has been operating since 2011 in the market of the glass and aluminum transformation. It should be noted that in its beginnings in the company only the current manager and the business owner operated with a worker; However, as of 2015 they went from being a micro-industry to a small industry, which is currently made up of 25 employees (only two workers were not surveyed because they were outside the company: one by medical permit and another by labor issues).

Regarding the characteristics of the sample, 91.3% were men and 8.7% women. The average age of the people was 33.4 years. In relation to the educational level, 17.4% had basic studies (primary and secondary), 43.5% high school / general high school, 8.7% higher university technician and 30.4% bachelor's degree. Also, in their current occupations they have an average of 30.1 months. Data collection was carried out through a survey at the same time for all variables and the source of information was always the same, that is, the employees.

Measurement tools

The questionnaire applied was integrated by the following components and scales, they are observed in Table 1: the first part was used to know the sociodemographic variables (age, sex, level of studies, time working in the company, position currently occupied) . The second part was used to determine the transformational leadership, for which the survey



designed and validated by Podsakoff et al. (1990), which consists of 5 items measured on a Likert scale from 1 to 5 with response options that go from null to totally. In the third part the confidence in the leader was examined using the scale proposed and validated by Cook and Wall (1980), specifically the one that measures the confidence in the manager; This is made up of 6 items (two of which measure inversely) with a Likert scale from 1 to 5 (1 is null and 5 totally). Finally, the scale proposed and validated by Dagenais-Desmarais and Savoie (2012) was adapted to measure psychological well-being at work; This scale is composed of 25 items classified in the following 5 dimensions: interpersonal adjustment at work, job prosperity, feeling of competence, perceived recognition and desire to participate in the work, evaluated on a Likert scale from 1 to 5 (where 1 is totally disagree and 5 totally agree).

This instrument was used because it assesses psychological well-being only in the workplace, that is, separates the other aspects of a person's life, which can avoid biasing the results by positively evaluating areas of daily life instead of the scope labor.

Results

Tabla 1. Cuadro de variables

Variable	Dimensión	N.º de preguntas en el Instrumento	Tipo de variable
Perfil de los participantes	Variabes sociodemográficas	p 1 a la p 19	Cualitativa/ordinal



Liderazgo transformacional	5 ítems	p20 a la p24	Cualitativa/ordinal
Confianza en el líder	5 ítems	p25 a la p30	Cualitativa/ordinal
Bienestar psicológico en el trabajo	Ajuste interpersonal	a18, a23, a28, a33, a38	Cualitativa/ordinal
	Prosperidad laboral	a19, a24, a29, a34, a39	Cualitativa/ordinal
	Sentimiento de competencia en el trabajo	a20, a25, a30, a35, a40	Cualitativa/ordinal
	Reconocimiento percibido en el trabajo	a21, a26, a31, a36, a41	Cualitativa/ordinal
	Deseo de participación en el trabajo	a22, a27, a32, a37, a42	Cualitativa/ordinal

Fuente: Elaboración propia

Descriptive analyzes were made and the means of each variable were calculated, they are presented in Table 2; The bivariate correlations between the study variables were also evaluated.

Tabla 2. Estadísticos

	Liderazgo transformacional	Confianza en el líder	Bienestar psicológico en el trabajo
Media	4.2174	3.3188	4.3409
Desviación estándar	.68201	.39859	.65968

Fuente: Elaboración propia

Tabla 3. Correlaciones entre variables

	Liderazgo transformacional	Confianza en el líder
Liderazgo transformacional		
Confianza en el líder	,653**	
Bienestar psicológico en el trabajo	,660**	,506*
**. La correlación es significativa en el nivel 0,01 (2 colas).		
*. La correlación es significativa en el nivel 0,05 (2 colas).		

Fuente: Elaboración propia

Table 3 shows that Pearson's correlation coefficient between the variables transformational leadership and psychological well-being at work is 660 **. Between transformational leadership and confidence in the leader is, 653 ** and confidence in the leader with psychological well-being in the work of, 506 *.

Since Pearson's values range from -1 to 1 — with 0 being an indicator that there is no correlation — it can be seen that there is a significant correlation between these two variables.



The direction of the correlation is positive, that is, direct. Therefore, if the perception of employees increases in one variable, it increases in the other (and vice versa).

Tabla 4. Correlaciones entre dimensiones de *bienestar psicológico en el trabajo*

	Ajuste interpersonal	Prosperidad laboral	Sentimiento de competencia en el trabajo	Reconocimiento percibido en el trabajo
Ajuste interpersonal				
Prosperidad laboral	,943**			
Sentimiento de competencia en el trabajo	,895**	,909**		
Reconocimiento percibido en el trabajo	,748**	,739**	,813**	
Deseo de participación en el trabajo	,911**	,886**	,895**	,867**

** . La correlación es significativa en el nivel 0,01 (2 colas).

Fuente: Elaboración propia

To interpret the data in Table 4, it is observed that Pearson's correlation coefficient between the dimensions of the variable psychological well-being at work is a high correlation, since the value is close to 1.

Discussion

The Cronbach's alpha coefficient was applied to the survey, which has historically been used to evaluate measurement scales. High values of this coefficient indicate, in principle, high reliability of the measurement scale, although it is worth noting that this alone does not refer to the validity of the scales used. Therefore, each variable is accredited by the validity that the authors of those who took the instruments have been tested, which have carried out studies that served as support for subsequent research. In the same way, the correlations presented are made to emphasize if it is true that in the hypotheses proposed there is a range of compatibility to promote future studies under the same tenure that is proposed in the investigation.

However, as already mentioned, in the first part of the instrument the sociodemographic variables were analyzed, which yielded data that coincided with that indicated by the Inegi (2018), an institution that indicates that the industry in Mexico is mostly composed by men In the present investigation, in addition, the observation of the State



Development Plan for Durango 2016-2022 was fulfilled, where it is indicated that in this federative entity the industries are mainly composed of personnel with basic, high school or technical studies. That is, workers have not usually completed higher education or professional specialization as a determinant for training and development. In addition, the average age is 33 years, which indicates that the staff is not in the average age to study the prevailing studies in the population of the analyzed industry.

On the other hand, with the results of the second of this work - referring to transformational leadership - it can be affirmed that the leader motivates and takes into account his workers to carry out his duties, as Podsakoff et al. (1990), as well as Avolio and Bass (2002). In other words, it is observed that transformational leadership has an acceptable and significant correlation with confidence in the leader. Likewise, there is an acceptable correlation between transformational leadership and psychological well-being at work, which is positive, since - as mentioned by Perilla and Gómez (2017) - transformational leadership can especially affect the emotional well-being of employees and in the prevention of physical disorders associated with health.

Likewise, it should be noted that the fact that the three linked variables appear (that is, an acceptable and significant correlation between transformational leadership and trust with the leader, as well as an acceptable and significant correlation between transformational leadership and psychological well-being in the work) invites to develop more studies in this type of companies, because that way it can be concluded if this is a strength for the survival and growth of the business.

Previously, it was mentioned that the small industry object of this research passed (in a period of 7 years) from 2 to 26 workers, that is, from microenterprise to small business, which shows a remarkable growth in terms of its economy and human capital .

Finally, regarding the variable of psychological well-being at work, a general positive evaluation can be noted, which reflects a good working environment. In this sense, it can be said that employees - although mostly operational - have a positive feeling in their work environment. In fact, when making the correlations between the dimensions of the variable, it was observed that workers maintain a high desire to participate in the work, as well as a feeling of competence and job prosperity, aspects that seek to satisfy above the other dimensions No less valued.



Conclusions

In addition to the theoretical disquisitions of the proposed research that highlight the relevance of the leadership process in the psychological well-being of workers, a reflection can also be offered for practical implications, such as the need for training, training and learning of the leader in the framework in a transformational style, because in that way you can not only know how to communicate in an inspiring way, but also stimulate your workers intellectually, as well as support them and recognize the work they do to achieve organizational objectives.

In accordance with this observation, it can be ensured that those companies that have transformational leaders will take greater care of positive psychological capital and can be categorized as healthy organizations. This can be inferred from the results achieved in this study, which serve to support the testing of the hypotheses.

In addition, when workers feel that perception of care, they will be able to generate higher levels of positive affection and commitment, which is possibly translated into higher performance standards. This, however, is a line of research that is proposed for future work. Another study that should be developed in the future has to do with the analysis of organizational performance and the manager's perceptions regarding the participation and development of workers. This means that the relationship between transformational leadership, psychological well-being at work and organizational performance must be tested. This case investigation, in addition to testing the hypotheses proposed in the introduction, constitutes a precedent for the organizational study based on subjective variables, which may constitute a strength and an advantage in the face of the need of the mypes to use tools that do not Be expensive for the business. This is an active capital that must be taken into account to participate and provide the organization with tools that sometimes the leader or manager cannot provide for himself, which can be managed from the vision of a transformational leadership.

Likewise, it should be borne in mind that fostering high levels of psychological well-being among staff can serve as a preventive measure of multiple mental illnesses or associated work stress, which are very expensive to be covered by mypes. All these initiatives, in short, provide potential resources to diagnose psychological well-being at work,



with a methodological rigor that relies on metrics not only to understand the notions of that topic, but also to propose organizational strategies in mypes.

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