

Contributions to Environmental Sciences
& Innovative Business Technology

Jaheer Mukthar K. P.
Edwin Ramirez Asis
Murugesan T. K.
Justin Nelson Michael *Editors*

Business Resilience and Digital Technology in the Post-Pandemic Era

A Global Case

 Springer

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Editors


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Editors

Jaheer Mukthar K. P. 
Department of Economics
Kristu Jayanti College
Bengaluru, India

Edwin Ramirez Asis 
Universidad Senor de Sipan
Chiclayo, Peru

Murugesan T. K.
Department of Commerce (PG)
Kristu Jayanti College
Bengaluru, India

Justin Nelson Michael 
School of Management
Kristu Jayanti College
Bengaluru, India

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The Relationship Between Microenterprises' Sense of Entrepreneurial Competence and Their Success in Peru



Giovani Villegas-Ramirez , Luis Angulo-Cabanillas ,
Juan Villanueva-Calderon , Tatiana Gonzales-Yanac ,
and Edwin Hernan Ramirez 

Abstract The concept of ESE (or “entrepreneurial self-efficacy”) has been increasingly central to the study of entrepreneurship in recent years. The study surveyed 382 business owners across four provinces in Peru, with the aim of analyzing and gauging the impact of the five ESE aspects on the commercial success of micro- and small firms. The analysis was performed in SmartPLS 3.3. Business success for micro- and small enterprises was found to be positively impacted by ESE characteristics. It was also determined that the promotion of an inventive atmosphere contributed less to the improvement in company results than the dimension of establishing interactions with ESE investors.

Keywords Business success · Innovative environment · Sense of competence · Work under stress

1 Introduction

Researchers in the field of entrepreneurship have paid a great deal of attention to the concept of entrepreneurial self-efficacy (ESE) since the turn of the century [1]. It's a crucial idea for studies of different kinds of business startups. Although it has been defined somewhat differently by many researchers, its significance in the study of entrepreneurship has been acknowledged by all academics. Numerous studies have

G. Villegas-Ramirez (✉)

Universidad Nacional Santiago Antunez de Mayolo, Huaraz, Peru
e-mail: gvillegasr@unasam.edu.pe

L. Angulo-Cabanillas · T. Gonzales-Yanac · E. H. Ramirez
Universidad Cesar Vallejo, Lima, Peru
e-mail: langulo@ucv.edu.pe; dgonzalesya15@ucvvirtual.edu.pe;
eramirezas@ucvvirtual.edu.pe

J. Villanueva-Calderon
Universidad Cesar Vallejo, Chiclayo, Peru

stressed the significance of entrepreneurs' belief in their own abilities in reaching their objectives. As a component of his theory of social learning, [2] coined the term "self-efficacy." A person's confidence in his or her capacity to do a particular set of activities was defined as such. It is the entrepreneur's mental evaluation of his or her own drive, conceptual skills, and action plans to take charge of business needs [3]. Success can be predicted in multiple ways by self-efficacy [4]. Confidence in one's abilities necessary for multiple related domains [5, 6] is the second dimension of competence, as defined by Valencia-Arias and Marulanda-Valencia [7]. The first dimension, "context-specific," refers to an individual's confidence in successfully achieving a specific task. Several scholars took [2] at his word and offered the ESE framework after hearing his ideas. They identified ESE as the confidence to pursue and succeed at entrepreneurial endeavors. Despite a large body of literature on the topic, it is unclear what kind of link ESS has with business success for a micro- or tiny organization [8].

Since self-efficacy has a robust theoretical foundation and excellent academic backing for comprehending prospective Business success [9], our investigation contributes in a number of ways. Based on the definition of SLT provided by Ramirez-Asis et al. [3], SES can aid in "task-specific" results, as stated by Thommandru et al. [2]). Entrepreneurial efficacy attitude (EEA) is characterized by a high degree of confidence in one's own abilities to succeed in entrepreneurial positions and activities [10]. These business owners have the following traits: they aim high but aren't unrealistic, they put in a lot of work on their ventures, and they bounce back quickly from setbacks [11]. Self-confident business owners, according to many studies, are more likely to strive for ambitious expansion plans for their companies and are more likely to persist in their efforts to realize those plans. Persistent efforts like these typically pay off in the end [5]. As a result of the beneficial effects of EEA, their convictions are translated into action, resulting in enhanced business outcomes.

Yating et al. [10] are widely credited with developing the 20-item self-efficacy construct. It included of five factors—New Product Design, Human Resource Development, Enabling Investor Relations, Innovative Environment, and Working Under Stress—and was graded as EEA to help foretell a person's perspective to become an entrepreneur [12]. Constructs were adapted for use in the context of Peruvian microenterprises, and these measures were taken into account based on the work of other researchers who have employed them [13]. As [11] suggest, microenterprises are utilized to analyze the ESE since they play a crucial role in developing nations like Peru, and despite their poor survival rate, their growth rates are sometimes enormous.

Other researchers have cited its difficulty to measure due to various technical problems of accounting practices [14], but revenue, employment, investment, and profitability have been the predominant methods for measuring business success in terms of growth [15]. The importance of measuring business success in small enterprises has also been emphasized by studies [16]. According to [17], firm business performance can be gauged in a number of ways, despite the fact that growth can take several forms. People's confidence in their own abilities to bring

about positive change has been linked to higher rates of success in business [10]. Moreover, the expansion of revenue and employment and investment are two particular yet subjective indicators of business performance that have been highlighted in various earlier research [18]. A key differentiator between successful entrepreneurs and those who aren't is, as stated by Higuerey and Armas [16], the pursuit of high entrepreneurial growth.

Researchers have found that business owners have greater confidence in their abilities than the general population. Patent creators who are also involved in the formation of new businesses tend to have a greater sense of self-efficacy than those who are not [10]. Despite its apparent strength, ESE theory is not yet fully developed, and its validity is debated along various dimensions [13]. This research contributes by validating EEA characteristics and establishing a link between EEA and the success of Peruvian microenterprises. It's important to note that there hasn't been a study done of the micro- and small-business environment in Peru before; therefore, this research will help pinpoint the causes and effects of ESE among microenterprises. The primary goal of this analysis is to clarify the function of each ESE element and its impact on the success of micro- and small businesses, which play a significant role in driving economic expansion.

The relevance of microenterprises cannot be overstated in light of the rising unemployment rate in Peru, a developing country experiencing a challenging economic scenario. ESE analysis can be useful for business owners in this field, which is crucial to the nation's economic growth. Enhancing ESE can help business owners run more efficiently, which can boost their company's bottom line in the long run [19]. In addition, this research can help other stakeholders, especially governments, better understand the challenges micro- and small-business owners have while trying to enhance ESE in order to compete in this fast-paced industry. Finally, the government can help microenterprises find and hire people with high EEA across the board to boost their businesses' chances of success.

2 Research and Development Framework

There has been conflicting evidence from recent studies that have evaluated the impact of EEA on the financial success of businesses [20]. Despite the fact that many studies failed to provide evidence for the contradictory links they claimed to find, others have found a positive link between ESE and the financial success of businesses. Tian et al. [21] conducted a meta-analysis of 114 papers to determine the relationship between self-efficacy and business success in the workplace. Several more studies [13] have found a favorable correlation between training and entrepreneurial self-efficacy. Some investigations, such as that conducted by Pallathadka et al. [22], have revealed that ESE has an indirect effect on entrepreneurs and their ventures, despite the fact that many studies have found a positive correlation between ESE and entrepreneurial business success. Because entrepreneurial self-efficacy can be used in many contexts, several research have shown opposite results. Some scholars believe that overconfidence can make business owners conceited or

envious, traits that might undermine their effectiveness as leaders and as managers [23]. However, it's possible that the entrepreneurship literature hasn't dealt with this issue yet. Strategic management and behavioral and organizational theory, to name a few, have published on the potential pitfalls of overconfidence in one's own abilities to succeed as an entrepreneur [12]. It is important to note that little research has been done to further examine and assess the correlations between the five essential aspects of entrepreneurial self-efficacy and company business success before discussing the association between the five dimensions [24].

This research seeks to fill this void in the literature by using a novel approach to evaluate the model. There is a correlation between marketing expertise and confidence in one's ability to design and market new products. Self-efficacy in product creation is an important variable that might affect a company's bottom line, according to [25]. Expertise in "strategic product design decision making, sales Business success, and marketing communications" (p. 91) is what [26] mean by this term. They also stress the importance of how an organization's bottom line is affected by the quality of the product design. However, when assessing the characteristics of self-efficacy in the higher-education sector, [24] showed that marketing self-efficacy had a negligible impact on institutional business success. Planning and reducing uncertainty in regard to one's own sense of efficacy is discussed in the context of ESE's human resource management (HRM) in the second dimension [17]. The EEA HRM factor was found to have a statistically significant correlation with franchise business success, according to research by Herath and Mahmood [27], investigating the connection between EEA dimensions and firm business performance, and they discovered that the human resource development dimension of EEA concerned with defining purpose had a positive correlation with company business success. A similar study in Nigeria found no correlation between the ESE's human resource management dimension and business success.

Yating et al. [10] note that investor relations is one of the primary aspects that positively effect a firm's business success, and they introduce investor relations as a dimension of self-efficacy. [27] found a similar favorable and strong association between this aspect of EEA and the success of businesses. For the fourth dimension, creativity and the concept of establishing an inventive environment (BIE) are often discussed in the context of entrepreneurship and are seen as one of the primary "drivers" that aid in the success of entrepreneurs [28]. Experts claim that those with high EEA offer an innovative environment to their firms and set loftier goals because of the close relationship between the two concepts [15]. Innovation, self-efficacy, and business success are all interconnected and mutually affective, as [7] point out. The authors conclude that there is a positive and significant relationship between WUE and franchise business success because of the link between WUE and self-efficacy (as reported by Yating et al. [10] and the belief that entrepreneurs' working under stress habits can lead to better business success. The EEA factor of work under stress was also revealed to be favorably associated with organizational business success in a recent study by Bakar et al. [24]. Initiating investor relations (IIR), the final ESE feature, is connected to better financial analysis and cost control. In terms of how it contributes to the success of a business, it is crucial to increasing

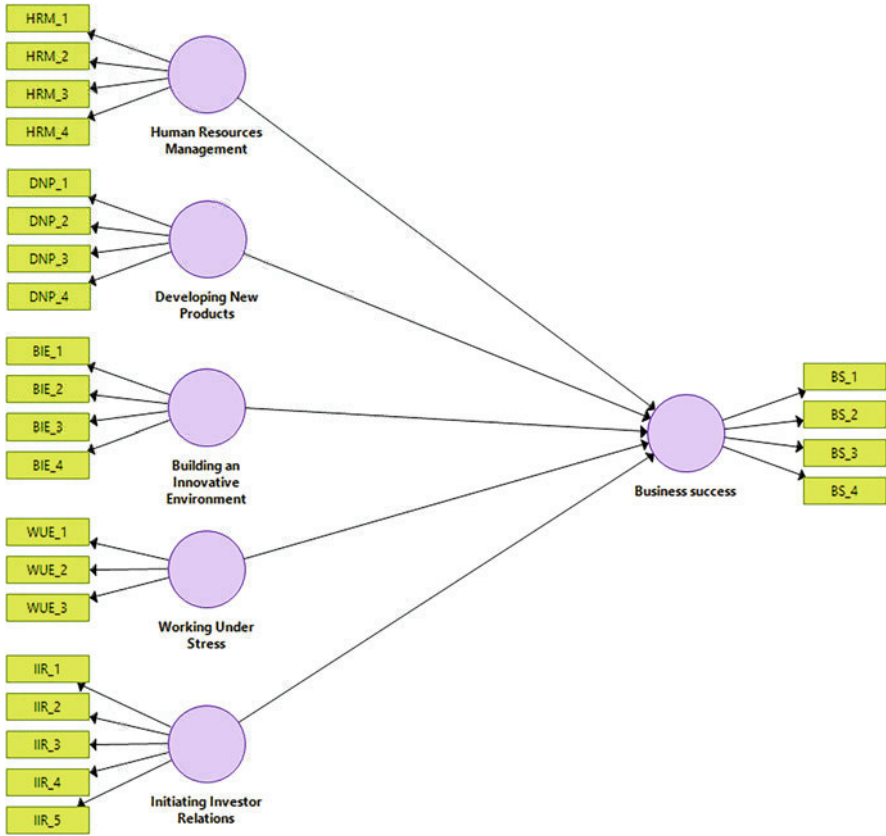


Fig. 1 Research model

productivity inside an organization. Positive and statistically significant links between ESE investor relations and franchise performance are highlighted by Yating et al. [10]. Bakar et al. [24] found a correlation between these two factors and business success (Fig. 1).

According to the research framework, there have been five independent variables, namely, Building an Innovative Environment (BIE), Developing New Products (DNP), Managing Human Resources (HRM), Working Under Stress (WUE), and Initiating Investor Relations (IIR), and a dependent variable named Firm Business Success (DE). In addition, the following five hypotheses have been formulated as part of the literature review section:

- H1: Designing new products positively affects the business success of microenterprises
- H2: Managing human resources positively affects microenterprises' business success
- H3: Initiating relationships with investors positively affects MSE business success

H4: Building an innovative environment positively affects MSE business success
 H5: Working under stress positively affects the business success of microenterprises.

3 Methodology

In order to fulfil the purpose of this study, a quantitative research approach with a non-experimental design was used [29]. To assess the variable AEE, the entrepreneurial self-efficacy scale adapted by [10] was used. It has five dimensions: New product design, human resource management, initiating relationships with investors, innovative environment, and working under stress. This scale has 20 items. On the other hand, firm business success has been measured through four items. Both questionnaires were measured using a 5-point Likert-type scale (1 strongly disagree, 5 strongly agree). A total of 392 entrepreneurs in four Peruvian cities were surveyed and selected using stratified random sampling [29]. In this sense, the questionnaires were distributed during the month of November 2022. The COVID-19 pandemic did not affect data collected during this time period; hence, it should not be assumed that this had any bearing on the results. By constructing a measurement model in SmartPLS version 3.3., we were able to examine aspects of construct validity like convergent and discriminant validity in addition to composite reliability. The study's hypotheses and model acceptance rates were put to the test by first applying them to the measurement model.

4 Results

Mean and standard deviation were the first descriptive statistics we calculated when analyzing the data. All values are relatively near to the mean value of 3, as shown by the medians. Working under ESE stress has the highest reported mean value (3.13), indicating that respondents are more likely to take risks, while entrepreneurial business success has the lowest reported mean (0.23), indicating that respondents are less likely to be successful in business. The distributed mean also ranges from 0.65 to 0.93 (Table 1).

Table 1 Descriptive statistics

Latent variables	Mean	Standard deviation
Design of new products DNP	2.99	0.67
Human resources management HRM	3.04	0.78
Initiate investor relations IIR	2.51	0.82
Building an innovative environment BIE	2.84	0.68
Working under stress WUE	3.13	0.65
Business success DE	2.56	0.93

4.1 Model Measurement

Figure 2 shows the results of the factor loadings using the 0.6 threshold provided by Hair et al. (2017), which was employed in the SEM-PLS analysis of the research model using Smart PLS software. All showed convergent validity with values greater than 0.6.

4.2 Convergent Validity

Convergent validity and composite reliability have been calculated and are displayed in Table 2. Composite dependability assesses how well individual components of a measurement system align with one another [30]. The composite reliability threshold is set at 0.70. In addition, “the extent to which items measuring the same construct

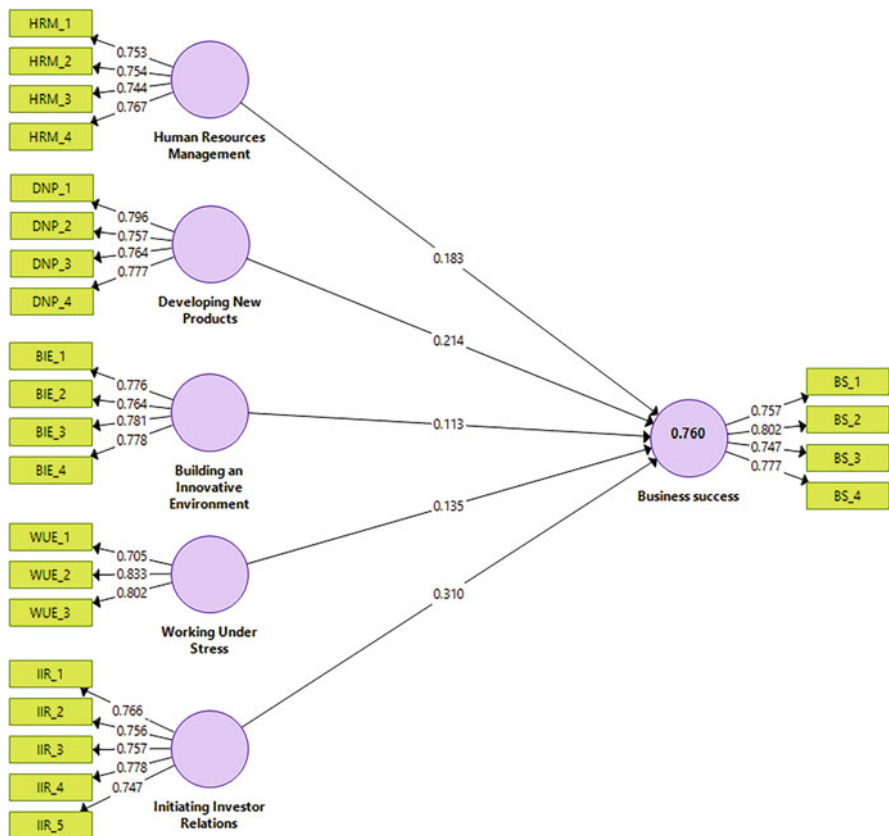


Fig. 2 Research model

Table 2 Reliability and convergent validity

Construct	Standardized Factor Loadings (CFE)	Cronbach's alpha	Composite Reliability (FC)	Average extracted variance (AVE)
Building an innovative environment	BIE	0.779	0.857	0.600
BIE_1	0.776			
BIE_2	0.764			
BIE_3	0.781			
BIE_4	0.778			
Business success	BS	0.773	0.854	0.594
BS_1	0.757			
BS_2	0.802			
BS_3	0.747			
BS_4	0.777			
Developing new products	DNP	0.776	0.856	0.598
DNP_1	0.796			
DNP_2	0.757			
DNP_3	0.764			
DNP_4	0.777			
Human resources management	HRM	0.749	0.841	0.569
HRM_1	0.753			
HRM_2	0.754			
HRM_3	0.744			
HRM_4	0.767			
Initiating investor relations	IIR	0.818	0.873	0.579
IIR_1	0.766			
IIR_2	0.756			
IIR_3	0.757			
IIR_4	0.778			
IIR_5	0.747			
Working under stress	WUE	0.681	0.824	0.611
WUE_1	0.705			
WUE_2	0.833			
WUE_3	0.802			

are correlated with each other and measure the same thing” [29] is what convergent validity means in the case of a test. Convergent validity in a measurement model can be evaluated by meeting three preconditions. The 0.7 threshold of the composite reliability requirement must first be satisfied. The second criterion is an AVE of 0.50

or above, and the third criterion is that the standardized factor loadings be at least 0.60.

Table 2 shows that the dependability of all latent variables as a whole is between 0.84 and 0.873, well above the required 0.70 [30]. The FC has also met the minimum requirements for convergent validity, as we have shown above. Standardized factor loadings likewise were above the 0.70 minimum threshold value, while the AVE, at 0.569–0.611, is above the 0.50 criterion. The model has been shown to have convergent validity, and it can now be used for hypothesis testing.

4.3 Discriminant Validity

According to [30], the concept of discriminant validity refers to the “degree to which items measuring one construct are different from items measuring other constructs.” According to [29], discriminant validity can be realized when all correlations between latent components are found to be significantly lower than the square roots of AVE.

According to what is presented in Table 3, the correlations between the two latent variables are less than the square root of the AVE. The numbers in the diagonals, which show that the square root of the mean variance is larger than the other values, are larger than the values in the rows and the columns. This distinction demonstrates, among other things, that the model possesses discriminant validity.

Once the measurement model was achieved, it was verified by bootstrapping at a subsample range of 500. Table 4 shows the testing of the hypotheses; all five tests show that it positively affects. Human Resources Management positively affects business success, H1 ($\beta = 0.183$; $t = 2.948$, $p < 0.01$); similarly, Developing New Products Managing Human Resources positively affects business success, H2 ($\beta = 0.214$; $t = 4.183$; $p < 0.001$); Hypothesis H3, Building an Innovative Environment positively affects entrepreneurial business success is supported by ($\beta = 0.113$; $t = 1.689$; $p < 0.05$); similarly, Working Under Stress positively affects entrepreneurial business success H4: ($\beta = 0.135$; $t = 3.013$, $p < 0.01$); finally, H5, Initiating Investor Relations positively affects entrepreneurial business success due to the values ($\beta = 0.310$; $t = 5.778$; $p < 0.001$).

According to the results, the validity of the model of EEA and microenterprises' business success is demonstrated. Additionally, the R2 measured the effect. The R2

Table 3 Discriminant validity

	BIE	DE	DNP	HRM	IIR	WUE
BIE	0.816					
DE	0.795	0.841				
DNP	0.789	0.801	0.834			
HRM	0.713	0.788	0.765	0.795		
IIR	0.804	0.813	0.809	0.781	0.821	
WUE	0.721	0.743	0.755	0.712	0.759	0.782

Table 4 Testing the hypotheses

Hypothesis		Standardized path coefficient (β)	D. E.	(Bootstrapping)	p-value
Hip1	HRM =>Business success	0.183	0.062	2948	0.003
Hip2	DNP =>Business success	0.214	0.051	4183	0.000
Hip3	BIE =>Business success	0.113	0.067	1689	0.044
Hip4	WUE =>Business success	0.135	0.045	3013	0.003
Hip5	IIR =>Business success	0.310	0.054	5778	0.000

for business success was 0.760, which is considered acceptable according to Cohen's (1988) suggestion. Finally, the standardized root mean square residual (SRMR) was 0.073.

5 Discussion

The results of this investigation are supported by the findings of a number of other studies that have been done previously. For example, the acceptance of the first hypothesis shows that new product design as a dimension of EEA plays its important role in the growth of microenterprises' business success, and this result is contrary to that shown by Pallathadka et al. [22] who mention that product design is considered as an expense and not as an investment. Furthermore, with respect to the human resource management dimension of ESE and the business success of microenterprises, the study has shown that it affects positively due to the adaptation of human resource management styles prevalent in microenterprises, and this result is similar to what is shown by Zhang et al. [31] concluding that the goals of the plans are properly defined and executed within the timelines in all cases, leading to better business success of microenterprises. Moving on to the next dimension, initiating investor relations has been shown to significantly influence entrepreneurial business success, showing a higher path coefficient among all latent constructs. Due to the uncertainty and dynamic conditions of Peruvian industry, microentrepreneurs have to play the important role of initiating relationships with investors in order to survive in the competition or maneuver the growth of their facilities in a positive way. This role of initiating relationships with investors by entrepreneurs eventually leads them to improve in the level of business success [28]. On the other hand, the acceptance of the fourth hypothesis with a narrow margin shows that although building an innovative environment plays its role in scaling up the business success of microenterprises, microenterprises in Peru put less emphasis on the dimension of building an innovative environment. The reason is that the revenues of micro- and

small enterprises are small, and therefore innovation is not considered as part of the budget of the five hypotheses; this relationship turned out to be the weakest. Similarly, [27] propose that innovation has a direct and significant influence on organizational business success. Finally, according to the working under stress dimension of ESE, it has shown that it significantly influences microenterprises' business success. The reason for this result is that nowadays it is necessary for the entrepreneur to have soft skills to improve communication in times of stress [31]. In short, it is concluded that EEA is present in Peruvian micro- and small enterprises and positively affects the business success of microenterprises. Similarly, this study suggests that it is important to develop the five dimensions of EEA in order to achieve a reasonable level of business success.

Although this study makes a number of useful contributions, it does so under certain constraints. The AEE scale, for instance, uses self-reported metrics adapted from a reliable study. However, it may be more instructive to utilize objective measurements, such as revenue growth, to gauge business performance. The paucity of data on most microenterprises was the biggest barrier to getting objective metrics of business success in this study. In the absence of objective metrics, [32] argue that it is possible to acquire subjective measurements. Additionally, the five dimensionality of ESE was derived from a single construct in this study, which did not compromise the reliability or validity of the scale. However, in the future, different constructs that may affect the business success of micro- and small enterprises can be used to assess the effect on the dependent variable. Information from other countries can be gathered as well, giving a more complete picture. Entrepreneurial experience enhances entrepreneurship and plays a significant role in entrepreneurs, especially in the case of EEA [21]. Future research can take into account the experience level of entrepreneurs, as those with more experience tend to demonstrate higher levels of EEA and have greater success in the business world.

6 Conclusions

The findings of this research suggest that new and existing businesses should prioritize spending money on increasing their EEA. Investors should prioritize the EEA of would-be business owners by requiring them to take certain actions. In addition, would-be business owners should aim for a reasonable score across all five dimensions if they want to take their enterprises to the next level of commercial success. Concerning microenterprises, the state can set up some mechanisms to evaluate the owners who score high on the five dimensions of ESE, and micro- and small-business owners may invest in their workers' entrepreneurial startup ability by helping them build an enterprise startup application (ESE), by providing them with educational training courses on product design, human resource development, relationship building, and entrepreneurship.

EEA is present in micro- and small enterprises in Peru and positively affects the performance of MSEs; similarly, this study suggests that it is important to develop

the five dimensions of EEA to achieve a reasonable level of performance. As such, the findings of this research may be used as a blueprint for the administration of startups and other developing businesses, so that investment should be made in building and improving the level of ESE.

Investors should prioritize the EEA of those who want to start enterprises by enforcing certain measures. In addition, if would-be business owners want to see significant growth in their enterprises, they should think about how important it is to do well in all five dimensions. When it comes to MSEs, the state can set up some mechanisms to evaluate the business owners who have high scores across all five dimensions of ESE, and those business owners can then work to cultivate the ESE of their future key employees so that they can use them to launch their own ventures. This can be done, for example, through training programs focused on new product design, human resource development, fostering relationships with investors, and so on. The AEE scale relies on self-reported measurements, which is a disadvantage because it was adapted from previously published research; nonetheless, it may be more effective to employ objective measures, rather than self-reported ones, to gauge performance.

In this investigation, the absence of data for most MSEs was the biggest obstacle to establishing objective measurements of performance. Subjective metrics can be produced if objective ones are unavailable. In addition, While the use of a single ESE construct with five dimensions did not compromise the validity of the scale in this study, future research may wish to incorporate multiple constructs that may impact the performance of MSEs, such as technological turbulence, environmental uncertainty, and government support.

Finally, future studies can take into account the fact that entrepreneurs with more experience are more likely to demonstrate superior ESE and, by extension, higher levels of ED. This is because prior experience fosters entrepreneurship and plays a valuable role in entrepreneurs, particularly in the case of ESE. Finally, this study's central finding is that micro- and small-business owners in four Peruvian areas benefit from raising their levels of entrepreneurial self-efficacy.

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The Connection Between Resilience and Professional Success in Peruvian Superior Court Workers



Mercedes Huerta-Soto , Nelson Cruz-Castillo , Jose Rodriguez-Kong , Lilia Uribe-Pomachagua , and Edwin Hernan Asis 

Abstract The study aimed to explore the link between resilience and job performance in the Superior Court of Justice of Ancash, Peru. This research followed a quantitative, correlational approach and employed a non-experimental, cross-sectional design. Data was collected through surveys from 415 male and female employees in various roles within the court. The results showed that 45.1% had a moderate level of resilience, while 46.5% displayed a moderate level of professional success. Similarly, 53.3% demonstrated a moderate level of innovation. Satisfaction levels were reported at 45.8% moderate, efficiency at 36.1% high, growth at 41.7% moderate and productivity quality at 46.5% moderate. The analysis revealed a significant positive relationship between resilience and job performance, supported by a Chi-square value of 136.192 (with 4 degrees of freedom and a significance level of 0.000). It is concluded a strong correlation between these variables in the Superior Court of Justice of Ancash, Peru. job performance variables in the context of the Superior Court of Ancash, Peru.

Keywords High court of justice · Professional success · Resilience · Public servants · Work behaviour

M. Huerta-Soto (✉) · L. Uribe-Pomachagua
Universidad Nacional Santiago Antúnez de Mayolo, Huaraz, Peru
e-mail: mhuertas@unasam.edu.pe; luribep@unasam.edu.pe

N. Cruz-Castillo
Universidad Nacional Mayor de San Marcos, Lima, Peru
e-mail: ncruzca@unmsm.edu.pe

J. Rodriguez-Kong
Universidad Señor de Sipán, Chiclayo, Peru
e-mail: rodriguezka@crece.uss.edu.pe

E. H. Asis
Universidad San Pedro, Chimbote, Peru

1 Introduction

Oliveira and Sala [1] point out that various studies carried out worldwide have shown the importance that there are people with a series of factors or causes who do not have an adequate management of their emotions and attitudes when faced with a problem or in other cases do not know how to handle unpleasant or conflictive situations, generating greater problems of communicational and social interaction between co-workers. Resilience explains why some people respond better to adversity than others and then argues that there are emotional competencies (autonomy, self-efficacy, self-evaluation and capacity for interaction, among others), cognitive competencies (creativity, humour, initiative and problem-solving) and spiritual, ethical and moral capacities necessary for resilient behaviour. In the presidential office of Lima, they studied stress and resilience at work in workers; they found a significant positive relationship between the variables in the staff of the state agency because Spearman = 0.694 ($p = 0.000$) [2].

García [3] argued that due to the work overload in the processing of files until the final resolution is issued in the courts of the Superior Court of Ancash, the organization often has a very low resilience because it does not have a talent for resistance in the face of crisis or uncertain and conflictive situations or learning of things that can be used, as a way to progress and to establish routes to success as a way to survive, through resilience, not limiting the crisis in the judicial entity only to overcoming the temporary attention to the files but to personal and institutional progress. There are activities that generate work stress such as the overload of court files, becoming adverse events, events that produce work stress, when civil servants and workers do not practice resilient behaviour. The important thing is to adapt and develop positively in the face of adverse circumstances.

In public servants in Puno, work stress, generated by the lack of resilient behaviour, became a very serious problem in the institutional environment, affecting the place where the people of the Superior Court of Puno live and work as they know the demands within the work, each time they demand more and more demanding changes, producing personal and institutional effects, such as a negative impact on the fulfilment of processes, activities and tasks [4]. The lack of resilient behaviour is a widespread problem in the superior courts that generates a professional success with a lack of compliance with the work standards established for the judiciary in the different courts that comprise a superior court. These circumstances have a set of factors that condition this situation produced by a series of deficiencies in work behaviour and the inconveniences that arise in the operators of justice. This situation would be repeating itself in the professional success of the workers of the Superior Court of Ancash, as a result of the interaction between managers and workers who fulfil the functions of justice operators, who neglect the effects of the intervention that resilience should emerge, valuing the positive role they play in the interrelation between co-workers, with the heads of areas and with the public user by putting into practice the positive psychic behaviour of the human being, i.e. they would not be

feeling as their own their feelings, moods and attitudes related to their work activity in order to achieve a competitive advantage.

Sibalde et al. [5] argue that, in order to define resilience, much importance is given to temperament, as an element for the relationship between people, as biological substances and psychological factor constitute the personality. This situation would be made worse when the justice operator does not work efficiently, without greater motivation and commitment to the court that comprises the organization of the superior court; demonstrating low motivation and a deficient level of commitment to the institution of the State, in this order of ideas, the results would present anomalies due to poor professional success; furthermore, he would demonstrate little competitiveness or efficiency in relation to other co-workers, without allowing him personal and professional development, presenting anomalies in the fulfilment of his functions, established by the current regulations and the manual of organization and functions of the job position that corresponds to him [6]. Under these conditions, there would be obstacles in the communicative interaction and coordination of processes, activities of tasks of the fulfilment of the judicial processes, established for each legal act in the Supreme Court, when there is a lack of resilient behaviour in all the work order.

This is reflected in the dissatisfaction of the user population, in a negative way, because their needs and expectations of justice in the solution of their problems are not met. Because most workers are often unable to detect the causes of problems because they do not use resilience techniques [7]. In this situation, they are rarely able to manage their emotions and their thoughts, and they use them without control, despite having a negative charge, taking into account that a negative thought triggers negative emotions without facing adversity positively. In other cases, they do not know how to maintain passivity at work with a lot of pressure, they cannot cope with difficult situations in their daily life and they do not keep calm in adverse moments and are not able to be calm and focused in the face of confusion and chaos. They do not demonstrate optimistic realism and positive thinking, hoping for the best that characterizes resilient people, learning lessons from the behaviour of others to grow within adversity and finding opportunities for positive learning and individual development for their benefit.

Sometimes, workers who are more able to cope with problems do not know how to read and understand the emotions of others and confront the negative consequences; there are workers who are unhappy and do not have the ability to show empathy with other co-workers, who present cases of depression and who show their own needs in a defensive way; on the other hand, the resilient person is more empathetic by taking life in a different way and facing life in a positive and optimistic way, making them a happier person. There are people with different characteristics because they are not all the same: because one person is motivated by a challenge and another person by opportunities for change; and because they are not resilient, they do not know how to look for new ways to achieve conformity in their life, without keeping their motivation at a high level. In addition, they collapse in the face of problems, because they let themselves be carried away by a series of reproachful thoughts and are always questioning the negative situations that always

happen to them, without applying strategies of how to get out of this conflictive situation. In other words, resilience is latent in every person, as is the lack of practice of resilient behaviour. For the reasons described and explained above, it has been decided to propose research questions, formulated at a general level. How is resilience related to professional success in the High Court of Justice of Ancash?

2 Review of the Literature

Resilience for [8] argue that we live the act of exchanging messages through conversation in the cultural context in which we develop our personal development. As proposed by Chiavenato and González [9] from the cognitive point of view, humans structure “design environments”, where human reasoning can overcome the biological brain, by interacting with the complex universe, both physically and socially. Inter-relationships with the world can set limits, while at the same time, they can enhance problem-solving abilities and help with stress management and coping skills when critical moments arise. In this respect, [10] held in the 1930s the position that the use of language generates profoundly the development of cognition, maintaining that discourse produces a relationship between discourse and learning and social experience and proposing the concept “Zone of proximal development”, to name the need that the child has on the orientation that the other person provides and to triumph over the activities, which the development in life imposes.

From the perspective of resilience, it is called the adult person who motivates the child or adolescent to achieve a level of where to reflect on the situation of the moment, as well as to have, as well as to have more control of their acts and their conscience. García-Contreras et al. [11] concluded that in order to acquire the mechanism of language, there is no possibility of achieving it if there is no systemic support provided by the social world in combination with the ability to acquire learning. He reaffirms the need for the presence of another person, for the acquisition of language, equivalent to expressing that the human being needs another person, to enter the cultural context [12].

Professional success [9] is the “efficiency shown by the staff working in the organization, very necessary for the company, acting the individual with a good job and job satisfaction”. In this sense it can be said that job performance consists of the combination of its activity and its effects, so it will be necessary to make a calculation of attention to action. Thus, performance demonstrates the worker’s capabilities in generating successful performance in the job, in the shortest time with the least effort, with productive effectiveness.

Bocco [13] in his theory maintains that “competences are skills or objective behaviours provided by the person in the job in compliance with their assigned functions in an efficient, effective and satisfactory manner”. Further on, research establishes three types of explicit competences: “Physical, occupational and generic; to be used in accordance with institutional objectives”. On the other, Mejía and Benítez [14] stated that human resources should be evaluated in their performance,

using various techniques, instruments and strategies, criteria and methods, to assess the worker's performance (p. 55). The methods established by the aforementioned authors were:

Human resource planning:

According to the available data of an entity or a company, the general HR needs are calculated and what corresponds to the worker and specifically to the managers.

Selection and recruitment: It will be necessary to systematize the evaluation of performance, in order to foresee the performance of the applicants for each job position.

Any evaluation of (HR) must comply with the actions of training and professional and personal development of the entrant, taking advantage of their capabilities for success and minimizing their shortcomings [15], posed as "a set of feelings, favourable or unfavourable, that allows the employee to perceive their work, which is expressed in various work attitudes" (p. 203). The theory relates to the essence of the job and its environment, such as organization, work teams, supervision and monitoring. In this sense, the authors state that job satisfaction is a perception of pleasure or pain, very divergent from the purposes and goals and thoughts of human behaviour; these attitudes allow managers to make a projection into the future, the future outcome of work activities.

3 Methodology

The research was applied or applicative because its objective was to investigate and consolidate knowledge in order to apply it in practice, enriching scientific and cultural progress. It was correlational because it studied the relationship of significance between variables and the dimensions of the study [16]. The population consisted of 415 male and female workers, appointed and contracted in the Superior Court of Justice of Ancash. With the following breakdown: 43 judges from the 276 system; 138 administrative and judicial workers from the 728 system; 49 judicial assistants, hired for 1, 3 and 6 months of service. The structured questionnaire was used, which is a means or sheet of questions specially prepared, based on the objectives, the technique and the table of operationalization of variables, taking into account the indicators converted into structured questions with polytomous alternatives [17]. In the case of applying a validated instrument, the application and data processing processes were taken into account in the methodology and the treatment of the results.

4 Results

In Table 1 and Fig. 1, we can see that in the perception of the workers of the Superior Court of Justice of Ancash, Peru, on resilience, 31.3% mentioned a high level of resilience, 45.1% a medium level and 23.6% a low level of resilience.

Table 1 Symmetric measurements

		Value	T Approximate ^a	Approximate Significance
Interval by interval	Pearson's R	0.794	15,538	0.000 ^b
Ordinal by ordinal	Spearman's correlation	0.790	15,352	0.000 ^b
N of valid cases		415		

^aUse of the asymptotic standard error that assumes the null hypothesis

^bBased on normal approximation

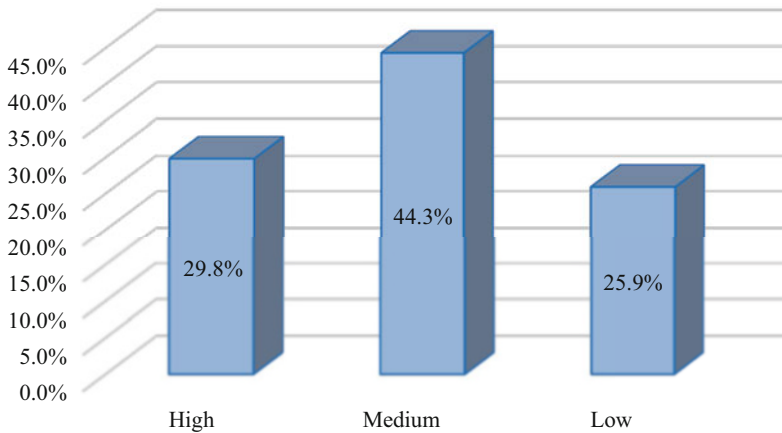


Fig. 1 Levels of resilience

Figure 2 show that 33.3% of the workers of the Superior Court of Justice of Ancash, Peru, had a high level of job performance, 46.5% had a medium level of job performance and 20.1% had a low level of job performance.

$$\text{Chi Cuadrado} = 136,192 \quad \text{gl.} = 4 \quad \text{sig.} = 0.000$$

There is sufficient evidence to conclude that there is a significant positive relationship between the variable's resilience and job performance in the Superior Court of Justice of Ancash, Peru (Chi-square, *** $p = 0.000$). Furthermore, according to Spearman's correlation test = 0.790 (*** $p = 0.000$), it is concluded that there is a direct, strong and significant correlation between the variables.