

**COACHING AND EMPOWERMENT IN THE AUTOMOTIVE SECTOR OF  
GUAYAQUIL, ECUADOR**  
**COACHING Y EL EMPOWERMENT EN EL SECTOR AUTOMOTRIZ DE GUAYAQUIL,  
ECUADOR**

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**ABSTRACT**

**Keywords:**

coaching, empowerment,  
leadership, organizational climate  
and emotional intelligence.

The investigative study aims to determine the relationship between coaching and empowerment to achieve high performance in the automotive sector of Guayaquil, Ecuador. Within the study, Barrett's theory (2017) is part of the model of the seven levels of consciousness: survival, relationships, self-esteem, transformation, internal cohesion, making a difference and service, this represents a powerful potential in the human being in the companies that direct leaders to improve the organizational culture and promote business success to meet goals. The study methodology is quantitative, non-experimental, cross-sectional, basic, with a descriptive-correlational approach. The study population is 30 workers from two companies in the automotive sector, where a census study was carried out through a questionnaire to find out how coaching and empowerment are related in the automotive sector. In the results, a significant relationship between coaching and empowerment was obtained, the null hypothesis (Ho) was rejected and the alternative hypothesis (Ha) was accepted, the association is significant at 0.000, with a strong positive Spearman correlation coefficient of = .637 to; Through this, the implementation of strategies with coaching sessions generates a high benefit within the business environment and promotes high performance in the management of human talent of the company's workers.

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**RESUMEN**

El estudio investigativo tiene como objetivo determinar la relación del coaching y el empowerment para alcanzar un alto rendimiento en el sector automotriz de Guayaquil, Ecuador. Dentro del estudio forma parte la teoría de Barrett (2017) acerca del modelo de los

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**Palabras clave:**

coaching, empowerment, liderazgo, clima organizacional e inteligencia emocional.

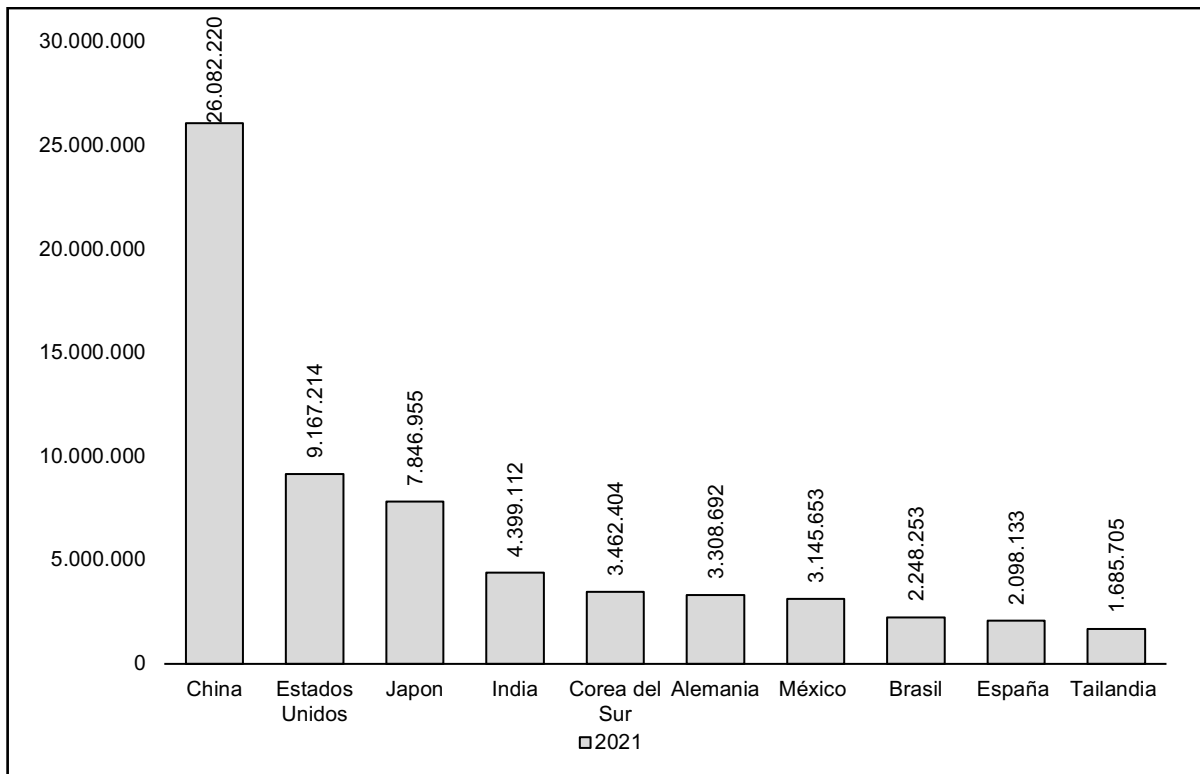
siete niveles de conciencia: supervivencia, relaciones, autoestima, transformación, cohesión interna, marca una diferencia y servicio, esto representa un potencial poderoso en el ser humano en las empresas que dirigen líderes para mejorar la cultura organizativa y promueve el éxito empresarial para cumplir las metas. La metodología del estudio es de enfoque cuantitativo, no experimental, transversal, básico, con un nivel descriptivo-correlacional. La población del estudio es de 30 trabajadores de dos empresas del sector automotriz, donde se realizó un estudio censal por medio de un cuestionario de preguntas para conocer cómo se relaciona el coaching y el empowerment en el sector automotriz. En los resultados se obtuvo una relación significativa del coaching y el empowerment, se rechazó la hipótesis nula ( $H_0$ ) y se aceptó la hipótesis alternativa ( $H_a$ ), la asociación es significativa en 0,000, con un coeficiente de correlación de Spearman positiva fuerte de = ,637 a; a través de esto, la implementación de estrategias con sesiones de coaching genera un alto beneficio dentro del entorno empresarial y promueve un alto rendimiento en la gestión de talento humano de los trabajadores de la empresa.

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## Introduction

The automotive industry in recent years has become one of the most competitive sectors in the world, being one of the main ones in keeping the economy at a high level in countries with a high impact of technological innovation that excels in competition with other markets. According to data from the Mexican Automotive Industry Association (AMIA, 2022a), Mexico's automotive industry is the leading generator of foreign exchange, the fifth largest exporter of light vehicles, automotive products account for 32% of manufactured exports, it is the seventh largest vehicle manufacturer in the world and the first in Latin America, the fourth largest exporter of auto parts in the world and the leading supplier to the United States. In 2021, it generated 930,758 jobs, an 18.3% share of the manufacturing Gross Domestic Product (GDP). The automotive sector has a foreign direct investment (FDI) share of 17% and the receipt of FDI generates foreign exchange and innovation.

**Figure 1**  
*World vehicle production 2021*



*Note.* Adapted from the Mexican Automotive Industry Association (AMIA, 2022b).

World vehicle production accounts for 80,154,988 (3.1%) units per year; with the top ten vehicle producers per year ranking as follows: Figure 1 shows in first place, China with 26,082,220 (32.5%) units, second place United States with 9,167,214 (11.4%) units, followed by Japan with 7,846,955 (9.8%) units, India has 4,399,112 (5.5%) units, South Korea with 3,462,404 (4.3%) units, Germany with 3,308,692 (4.1%) units, in seventh place Mexico with 3,145,653 (3.9%) units, Brazil with 2,248,253 (2.8%) units, Spain with 2,098,133 (2.6%) units and Thailand with 1,685,705 (2.1%) units of vehicle production in the world and is one of the most important sectors in the economy of the countries to achieve a high impact due to the profitability it generates in the world (AMIA, 2022b).

In Iparraguirre's report (2022), Argentina's automotive sector performs well despite low imported inputs, global logistics problems and union conflicts. Measures were taken to overcome the problems, there was a 15% increase, the implementation of the investment promotion law for the automotive industry gave an incentive to the exporter, fostering international insertion, generating employment, strengthening the sector and the value chain. Vehicle and auto parts production increased 28% year-over-year. The foreign currency deficit of the sector due to the shortage of auto parts affected the economy of the automotive companies, endangering the value chain and production in the terminals; despite the complex situation in Argentina, they achieved a contribution to the automotive sector of 60.4% for the growth of the industry.

The Association of Automotive Companies of Ecuador (AEADE, 2022) records 12,439 units sold, this represents sales growth of 9% compared to 2021, the market with the highest number of vehicle sales in the country is Pichincha, Guayaquil and Azuay, whose import of vehicles in 2022 was 10,701 and there are no exports because the country does not have the budget, technological equipment, trained personnel or innovation to invest in the manufacture of vehicles for export. According to data obtained by the Central Bank of Ecuador (BCE), the number of employees in the automotive sector in 2022 was 62,268. The brands with the highest sales of light vehicles in the country are Kia (19.7%), Chevrolet (17.5%), Toyota (9.6%), Hyundai (6.6%) and Chery (5.6%); also in commercial vehicles are Hino (15.9%), JAC (12.3%), Shineray (8.9%), Sinotruk (8.6%) and Chevrolet (8.1%); this shows that vehicle sales play an important role in the national economy, promoting the generation of employment, income and liquidity of Ecuadorians, access to financing, investments and productive reactivation that influence decisions to purchase a vehicle.

In the article by Rodríguez Barrero et al. (2020) the objective was to describe coaching as a tool that facilitates the achievement of business objectives of financial institutions in Colombia. The aim is to develop the potential of workers to achieve leadership and empowerment that improves people's lifestyles. The methodology is a qualitative, exploratory-descriptive study. The study population comprises two financial institutions in Colombia, through a case study. The company's weaknesses are due to poor assertive communication, low competitive development and synergy in the management areas, process efficiency needs, limitations in the achievement of objectives and strategies to strengthen the company's values. For this reason, the application of coaching in companies represents a necessary tool that allows the transformation and training of workers for the ideal performance of the work team and to achieve job satisfaction in order to help in decision making to increase productivity and the maximum potential of workers.

In the study by Peña Vincés (2021), the objective was to analyze the incidence of empowerment in human talent management in human resources consulting firms in Peru. With the application of empowerment management strategies, the recruitment and selection process can be improved to enhance teamwork, develop skills and competencies to maximize productivity and profitability of companies. The methodology is quantitative, quasi-experimental cross-sectional type, with Likert scale, the population is 80 workers to collect data through a questionnaire and see how empowerment affects human talent management. The results have a Pearson Chi-square = 9.676<sup>a</sup> and the critical point with an inverted Chi-square of 9.48772904, has an asymptotic significance of .046 less than 0.05, the null hypothesis is rejected and the alternative is accepted; it is affirmed that there is a significant incidence of empowerment and human talent management in human resources consulting companies. With the application of administrative strategies, empowerment favors positively in the company in the management of human talent to

generate incentives in the personnel and achieve a high economic and business performance.

García Guilianny et al. (2021) in their article on companies in Venezuela and Colombia, 36% of the workers indicate that the company does not comply with management strategies to achieve goals and adequate planning in the established time; while 21% are aware of and agree with the strategies implemented. For 31% of the workers, including management strategies allows companies to stay in the market and increase their client portfolio in order to achieve economic growth. 77% of the workers agree that empowerment represents a management tool that helps managers, supervisors and workers to design a management plan that promotes high business performance and strengthens human talent.

In Altamirano Salazar's (2022) study, the general objective was to determine the relationship between business coaching and empowerment in the workers of the Hostal San Eduardo-Peru. Due to the problems caused by stress, the managers' interest was to look for strategies to improve the physical and psychological well-being of the workers. The research was basic, correlational, non-experimental design of quantitative approach, with a survey whose instrument was a questionnaire made to a population of 16 workers of the hostel, this represents a census study because it is small. The results show that 81.25% of the workers perceive a medium level of business coaching and 18.75% are at a high level, while 31.25% of the workers perceive a low level of empowerment and 56.25% are at a medium level. Business coaching is positively related to empowerment with a  $p= 0.000$  less than 0.05, the null hypothesis is rejected and the alternative is accepted, it has a strong positive Pearson correlation of  $= ,856^a$  which shows the relationship of the study variables. With this, it is necessary to strengthen the relationship between business coaching and empowerment through an annual strategic plan that allows the self-management of the company, maintaining the organization and promoting business empowerment in the workers.

Quiroz Yerren (2021) in his study proposes a coaching program from a prospective approach to improve the organizational climate in the general surgery service of the Lambayeque-Peru Regional Hospital. The methodology is a mixed approach, non-experimental, transectional, exploratory, descriptive-propositive design. A questionnaire was sent to 70 workers of the Lambayeque Regional Hospital, whose data were processed to obtain information on the study problem. The results showed an unfavorable perception level for motivation (78.5%), leadership (72.9%), decision making (71.4%), conflict and cooperation (68.6%), innovation (60%), due to the inadequate organizational climate, the phases that are detrimental to the execution of activities within the institution were evaluated; therefore, it is necessary to implement coaching, leadership, motivation and teamwork programs to ensure the welfare of workers, promote the development of skills and abilities in order to provide a guaranteed service and improve the organizational climate.

Companies in the automotive sector have a poor working environment due to inadequate communication, low motivation, low performance and few trained personnel to lead the team, this should be analyzed by management to seek control mechanisms through strategies that provide coaching sessions to achieve empowerment and increase sales with a good performance of staff and obtain technological resources that generate a positive impact on the performance of the automotive sector. It is important to assume the role of leader with strategies aimed at effective communication and emotional management of workers to organize the work team within the company, achieve high economic performance, optimize resources and achieve goals that promote good competitive development in the automotive sector. Coaching and the relationship with

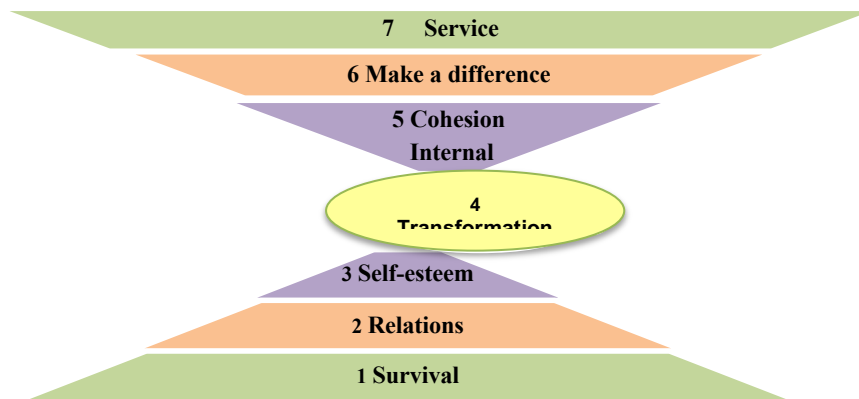
empowerment represents a high level of business in the automotive market to achieve competitiveness, team management practice, business leadership that gives workers the power to make decisions and collaborate with ideas in order to achieve economic growth and skills development in the company.

The general objective of the study is to determine the relationship between coaching and empowerment to achieve high business performance in the automotive sector in Guayaquil, Ecuador. The specific objectives are: To analyze the relationship between coaching and organizational climate in the automotive sector in Guayaquil, Ecuador and to evaluate the relationship between coaching and emotional intelligence in the automotive sector in Guayaquil, Ecuador. The general hypothesis: There is a significant relationship between coaching and empowerment in the automotive sector in Guayaquil, Ecuador. Specific hypothesis 1, there is a positive relationship between coaching and organizational climate in the automotive sector of Guayaquil, Ecuador and specific hypothesis 2, there is a high relationship between coaching and emotional intelligence in the automotive sector of Guayaquil, Ecuador.

In the automotive sector companies do not have the necessary tools to achieve optimal performance of workers due to the few incentives that exist and the poor working environment, this should be evaluated by the managers of the companies to seek skills and competencies that promote a high relationship with the purpose of improving business development to achieve efficiency and high performance of workers; therefore, it is necessary to make an analysis of the internal problems of the company, as they carry the daily planning of activities, if there is communication in the workers, in order to implement coaching techniques within the work team to achieve optimal job performance and market competitiveness.

Part of the study is Barrett's (2017) theory of the seven levels of consciousness model shown in Figure 2: survival, relationships, self-esteem, transformation, internal cohesion, making a difference, and service. This model represents a powerful human potential in companies managed by leaders to improve the organizational culture and promote business success from the perspective of human needs and their development with the environment to meet their goals. Concepts associated with consciousness detailed in Vedic philosophy, soul consciousness, cosmic consciousness, God consciousness, unity consciousness are integrated into the model of the seven levels of consciousness. This is part of people's daily lives and recognizes that a person is more than an ego or physical, where values, soul purpose and energetic reality are identified. Since cosmic consciousness identifies with the soul at all times, where the state of mind and philosophy function without fear, they are able to live their own life to the fullest without depending on the approval of others. In God consciousness there is a level of soul connection with other people where consciousness is an individualized aspect of the same individual energy field. The seventh state of unity consciousness represents the highest state of consciousness that the human being can reach, there is no separation of the knower and the known objective. As time passes and the physical and emotional needs, new beliefs are experienced letting go of fear, freeing the soul to achieve a high potential state of consciousness that promotes positive feelings that release stress and gain energy that favors the mood of people to achieve full personal satisfaction.

**Figure 2**  
*Model of the seven levels of consciousness*



Note. Barrett (2017)

The theory based on the model of the seven states of consciousness is important within the research study, since the states of consciousness help identify the personal empowerment of workers in the company and solve internal conflicts through assertive communication, teamwork to achieve high performance, fulfillment of goals, create a suitable work environment with efficiency that promote motivation and incentives by managers and achieve business success in the automotive sector.

This study is of great relevance because it allows to determine the relationship between coaching and empowerment to achieve high business performance in the automotive sector of Guayaquil, Ecuador; factors that affect the state of the workers of the companies have been known, with this purpose the research work was implemented as a contribution to internal improvement from the approach of new strategies with coaching techniques and personal empowerment that allow achieving goals and improving the organizational climate. With respect to the practical contribution, its purpose is to provide a management plan that includes coaching techniques, leadership, teamwork, soft skills, personal development and work motivation that allow workers to achieve empowerment with commitment as a labor management strategy to achieve productivity and competitiveness in the automotive sector.

## Method

The methodology of the study is quantitative, non-experimental, cross-sectional, basic, descriptive-correlational. This study aims to identify the shortcomings presented within the work environment by workers in any situation that affects the work environment within the company to provide strategies and an action plan for the improvement of business performance in the automotive sector.

Variable 1. Coaching: According to the International Coach Federation (ICF, 2020), it is the ongoing professional relationship with clients to obtain favorable results in the individual's life, profession and business, deepens knowledge, increases performance and improves quality of life. Coaching sessions create interaction on the part of the coach and motivate the client to act and leave paradigms of the past and focus on taking action for the achievement of goals and personal success.

Variable 2. Empowerment: It is a strategic tool that improves leadership, strengthens teamwork, this is based on the power to delegate authorities and responsibility of the levels of the organization, motivation to create an environment

where good performance is recognized and encouraged, the development that leads to constant training and leadership that allows decision making to achieve effective teamwork that promotes the participation of human talent (Riquelme, 2023).

The population of the research study is 30 workers of two companies in the automotive sector, a census study is conducted, since the population is small and is taken directly for analysis and data collection, in order to achieve a positive solution within the research study. The variables of the study are Coaching and Empowerment, with this identified the internal shortcomings of the company to implement solution strategies that help business growth and personal development of workers within the automotive sector. The inclusion criteria for the companies in the automotive sector are: men and women working in the automotive sector companies in Guayaquil and the exclusion criteria include workers in other companies, people under 18 years of age and clients who did not participate in the research to obtain the necessary data for the study.

Surveys were made to 30 workers of the automotive sector based on the Likert scale with frequency levels to access the information that allow the researcher to make decisions and collect the data of the study, in order to know the shortcomings and the managerial behavior that the companies manage on the part of the workers in relation to the objective and to see the veracity of the hypothesis raised. The instrument was a 17-question questionnaire to study the variables coaching and empowerment and to obtain the results with the data acquired by the workers surveyed. The validation of the questionnaire was carried out by expert judges in the variables of the study in order to make known the feasibility and provide ideas that contribute with the necessary data for the research. The measurement of the questionnaire is by means of scales Totally disagree, disagree, undecided, agree and totally agree, the information is entered into a database in Excel and then to the statistical program "Statistical Package for Social Sciences SPSS V.25" to obtain the data in the research.

Through the Cronbach's Alpha reliability test, the reliability of the questionnaire is known with a pilot test of 10 workers of the companies of the automotive sector of Guayaquil-Ecuador with the veracity of the study. Cronbach's alpha has a value of 0.80, which is ideal for the measurement of variables focused on the research study. This study was conducted with the authorization of the companies whose information is collected in an average of 10 minutes without affecting the work of workers to continue their workday.

For the data analysis, a database was created to enter the information acquired in the survey and to show the reliability in the Excel statistical program Cronbach's Alpha with the support of theories that promote the veracity of the hypothesis proposed. Information was obtained based on the objectives of the variables to access the results through correlations and to see the significance of the hypothesis with the Spearman correlation coefficient in the SPSS program to know the internal situation of the companies of the automotive sector of Guayaquil-Ecuador and to provide a management plan that promotes optimal leadership and high business performance.

## **Results**

In Table 1, 60% of the workers agree that empowerment is good when coaching is at a medium level; while 25% are undecided that empowerment is regular when coaching is at a low level, this identifies the good relationship of coaching and empowerment, provided that managers take the necessary measures to achieve stability in the work environment and make an adequate human talent management by reducing the



shortcomings presented through strategies in coaching sessions to achieve a high impact on the development of skills and profitability of the company.

**Table 1**  
*Coaching and Empowerment Analysis*

			EMPOWERMENT				
			Disagree	Undecided	Agreed	Totally agree	Total
COACHING	Disagree	Count	3	1	0	0	4
		% within Coaching	75,0%	25,0%	0,0%	0,0%	100,0%
	Undecided	Count	1	11	4	0	16
		% within Coaching	6,3%	68,8%	25,0%	0,0%	100,0%
	Agreed	Count	0	3	6	1	10
		% within Coaching	0,0%	30,0%	60,0%	10,0%	100,0%
Total	Count	4	15	10	1	30	
	% within Coaching	13,3%	50,0%	33,3%	3,3%	100,0%	

In Table 2, 100% of the workers agree that the organizational climate is good when coaching is at a medium level; a considerable group also disagrees that the organizational climate is bad when coaching is at a low level, this shows the good relationship between coaching and organizational climate when workers maintain effective communication in the work team to achieve group harmony, encouraging motivation and promoting the initiative to give ideas to be taken into account by managers when making decisions that favor the personal and professional welfare of the members that make up the company.

**Table 2**  
*Coaching and Organizational Climate Analysis*

			ORGANIZATIONAL ENVIRONMENT			
			Disagree	Undecided	Agreed	Total
COACHING	Disagree	Count	4	0	0	4
		% within Coaching	100,0%	0,0%	0,0%	100,0%
	Undecided	Count	0	16	0	16
		% within Coaching	0,0%	100,0%	0,0%	100,0%
	Agreed	Count	0	0	10	10
		% within Coaching	0,0%	0,0%	100,0%	100,0%
Total	Count	4	16	10	30	
	% within Coaching	13,3%	53,3%	33,3%	100,0%	

In table 3, 68.8% of the workers are undecided that emotional intelligence is regular when coaching has a low level; while, 60% agree with the good relationship of emotional intelligence when coaching is at a medium level; this shows that, the relationship of the variables remains good when workers know how to manage emotions and use techniques that release stress and promote calmness to reflect before an event without affecting personal well-being and maintain a healthy work environment that improves the communication of the work team, generates the satisfaction of needs and high work performance.

**Table 3**  
*Coaching and Emotional Intelligence Analysis*

		EMOTIONAL INTELLIGENCE					
		Disagree	Undecided	Agreed	Totally in agreement	Total	
COACHING	Disagree	Count	3	1	0	0	4
		% within Coaching	75,0%	25,0%	0,0%	0,0%	100,0%
	Undecided	Count	1	11	4	0	16
		% within Coaching	6,3%	68,8%	25,0%	0,0%	100,0%
	Agreed	Count	0	3	6	1	10
		% within Coaching	0,0%	30,0%	60,0%	10,0%	100,0%
	Total	Count	4	15	10	1	30
		% within Coaching	13,3%	50,0%	33,3%	3,3%	100,0%

Ho. There is no significant relationship between coaching and empowerment in the automotive sector in Guayaquil, Ecuador.

Ha. There is a significant relationship between coaching and empowerment in the automotive sector in Guayaquil, Ecuador.

Table 4 shows that there is a significant relationship between coaching and empowerment with a value  $p = ,000$  less than  $p = 0.01$ , the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted, so there is a significant relationship of 0.01 in the study variables, with a strong positive Spearman correlation coefficient = ,637<sup>a</sup>, which determines that the variables are associated with each other in the study conducted in the automotive sector of Guayaquil, Ecuador.

**Table 4**  
*Correlation coefficient Coaching and Empowerment*

		Coaching	Empowerment
Spearman's Rho	Coaching	Correlation coefficient	1,000
		Sig. (bilateral)	,637**
		N	,000
Empowerment	Empowerment	Correlation coefficient	,637**
		Sig. (bilateral)	1,000
		N	,000
		N	30

Note. \*\*. The correlation is significant at the 0.01 level (bilateral).

Ho. There is no positive relationship between coaching and organizational climate in the automotive sector in Guayaquil, Ecuador.

Ha. There is a positive relationship between coaching and organizational climate in the automotive sector in Guayaquil, Ecuador.

Table 5 shows that there is a positive relationship between coaching and organizational climate with a value  $p = ,000$  less than  $p = 0.01$ , the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted, therefore there is a significant

association of 0.01 in the study variables, with a perfect positive Spearman correlation coefficient = 1.000<sup>a</sup>, which determines that the variables are perfectly associated between them, achieving a good contribution in the automotive sector of Guayaquil, Ecuador.

**Table 5**  
*Correlation coefficient Coaching and Organizational Climate*

			Coaching	Organizational climate
Spearman's Rho	Coaching	Correlation coefficient	1,000	1,000**
		Sig. (bilateral)	.	.
		N	30	30
	Organizational climate	Correlation coefficient	1,000**	1,000
		Sig. (bilateral)	.	.
		N	30	30

Note. \*\*. The correlation is significant at the 0.01 level (bilateral).

Ho. There is not a high relationship between coaching and emotional intelligence in the automotive sector in Guayaquil, Ecuador.

Ha. There is a high correlation between coaching and emotional intelligence in the automotive sector in Guayaquil, Ecuador.

Table 6 shows that there is a high relationship between coaching and emotional intelligence with a value  $p = ,000$  less than  $p = 0.01$ , the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted, therefore there is a significant relationship of 0.01 in the study variables, with a strong positive Spearman correlation coefficient = ,637<sup>a</sup>, which determines that the study variables are associated with each other to a high degree within the automotive sector of Guayaquil, Ecuador.

**Table 6**  
*Correlation coefficient Coaching and Emotional Intelligence*

			Coaching	Emotional intelligence
Spearman's Rho	Coaching	Correlation coefficient	1,000	,637**
		Sig. (bilateral)	.	,000
		N	30	30
	Emotional intelligence	Correlation coefficient	,637**	1,000
		Sig. (bilateral)	,000	.
		N	30	30

Note. \*\*. The correlation is significant at the 0.01 level (bilateral).

## Discussion and conclusions

The research study analyzed coaching and empowerment in the automotive sector in Guayaquil, Ecuador, where information was collected to obtain relevant data on the variables and identify the shortcomings that exist within the companies in order to demonstrate the veracity of the study compared to studies conducted in other periods before the current study.

In the general objective: To determine the relationship between coaching and empowerment to achieve high business performance in the automotive sector in Guayaquil, Ecuador. With the statistical analysis it is visualized that, the variables are associated between them; therefore, in table 4 gives as a result of the strong positive Spearman correlation coefficient = ,637<sup>a</sup>, with a value  $p = ,000$ , this demonstrates the significant relationship of coaching and empowerment in the automotive sector. This comes with input from Barrett's (2017) theory about the seven levels of consciousness model: survival, relationships, self-esteem, transformation, internal cohesion, making a difference, and service. This model represents a powerful human potential in companies managed by leaders to improve the organizational culture and promote business success from the perspective of human needs and their development with the environment to meet their goals. It has a positive contribution in the business environment and allows the association of variables compared to other periods with a high range of veracity, therefore the theory of Barret (2017), provides the necessary tools to proceed to a suitable human talent management plan in order to promote the economic and financial stability of the automotive sector. García Guilianny et al. (2021) in his article the objective was to analyze coaching and empowerment to strengthen the human talent of companies in Venezuela and Colombia, with the purpose of providing business management tools and techniques to support competitive growth to increase the productivity of operations that contribute to the resolution of internal conflicts as a contribution to the achievement of economic performance and goals of the company. 33.33% of the workers identify with the organization in the application of methods with effectiveness and promote appropriate communication, 26% agree with the implementation of self-coaching as a self-management strategy that benefits the strengthening of human talent in the company.

With respect to the specific objective: To analyze the relationship between coaching and organizational climate in the automotive sector in Guayaquil, Ecuador. This shows a positive relationship between coaching and organizational climate, resulting in table 5, a  $p$ -value = ,000, with a perfect positive Spearman correlation coefficient = 1.000<sup>a</sup>, which determines that there is a positive relationship between the variables under study in the automotive sector. Quiroz Yerren (2021) in his study proposes a coaching program to improve the organizational climate in the general surgery department of a hospital in Peru. The level of perception was unfavorable in motivation (78.5%), leadership (72.9%), decision making (71.4%), conflict and cooperation (68.6%), innovation (60%), due to the inadequate organizational climate were evaluated phases that impair in the execution of activities within the institution, therefore it is necessary the implementation of coaching programs, leadership, motivation and teamwork to ensure the welfare of workers, promote the development of skills and abilities in order to provide a guaranteed service and improve the organizational climate. With the contribution of a coaching program it is possible to improve the situation of the automotive sector through communication and teamwork techniques, this has been favorable achieving a high impact on the relationship between coaching and organizational climate to achieve short-term goals within companies.

In the evaluation of the relationship between coaching and emotional intelligence in the automotive sector in Guayaquil, Ecuador, Table 6 shows that there is a high relationship between coaching and emotional intelligence, with a  $p$ -value = .000 and the strong positive correlation coefficient = 637<sup>a</sup>, which determines that the variables of the study are associated with each other to a high degree in the automotive sector. Since the study by Rodríguez Barrero et al. (2020) by including coaching as a tool that facilitates the achievement of business objectives in financial institutions in Colombia, gives great potential to achieve leadership through emotional intelligence, improves the lifestyle of

workers and encourages empowerment by releasing the burdens of fear and breaking paradigms in order to achieve assertive communication and competitive development to obtain the transformation of the mentality of workers and increase productivity in the company.

It is important to highlight that, within the study conducted, there is a significant relationship between the variables; it promotes teamwork with responsibilities according to the position held, motivates personnel to achieve better productivity and professional development, where the contribution of coaching and empowerment in the members that make up the companies to achieve good human talent management and maintain stability with strategies that improve job performance stands out.

Conclusion: The study conducted on coaching and empowerment in table 1 shows that, 60% of the workers agree that empowerment is good when coaching has a medium level; in table 4 shows a strong positive correlation coefficient = ,637<sup>a</sup>, with a value p= ,000, this shows the significant relationship of the variables, so managers must take the necessary measures to maintain a stable work environment and achieve a high impact on the development of competencies in the automotive sector.

Table 2 shows that 100% of the workers agree that the organizational climate is good when the coaching has a medium level; Table 5 shows a perfect positive correlation coefficient = 1,000<sup>a</sup> with a p-value = ,000, this shows the positive relationship of the study variables, but a change in the management structure is required to make the right decisions in the work team in order to optimize resources and achieve the goals established in the automotive sector.

Regarding the evaluation of coaching and emotional intelligence, in table 3 shows that, 68.8% of workers are undecided that emotional intelligence is regular when coaching has a low level; in table 6 shows a strong positive correlation coefficient = 637<sup>a</sup>, with a p= ,000 value, this shows the high relationship of the study variables. It is necessary to manage the emotions of workers through coaching and emotional intelligence to make better decisions, improve interpersonal relationships and communication, from stress control and anger management in order to avoid disturbances within the company and achieve with soft skills the motivation of staff to work as a team and achieve high business performance in the automotive sector worldwide.

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