

**ORIGINAL**  
**Research article**

**Work environment of Xalapeño MSMEs: from the  
identification of professional discomfort to the  
construction of healthy environments\***

**Entorno laboral de las Mipymes Xalapeñas: de la identificación de malestares  
profesionales hacia la construcción de entornos saludables**

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## Abstract

The objective of this research is to make a diagnosis of those professional discomforts that affect workers in micro and small companies in Xalapa; the analysis is developed from the use and implementation of the Healthy Talent Model as a frame of reference, which allows a comprehensive understanding of the factors that contribute to these discomforts so that from them relevant perspectives can be provided for the implementation of improvement strategies in the work environment. The above, considering that living under constant pressure generated by long working hours, an accelerated pace of life, and the excessive incorporation of Information and Communication Technologies (ICT) in daily life, leads workers to experience physical and mental exhaustion, negatively impacting performance and productivity levels. The research is of a quantitative and descriptive type, in which through a diagnostic instrument, it has been possible to identify and analyze those psychosocial factors most recurrent in workers of Micro, Small, and Medium Enterprises (MSMEs), considering a target population of 29,596 public and private companies located in the municipality of Xalapa, Veracruz. Through the detailed analysis of the available data, it is possible to obtain an initial understanding of the main factors that trigger some of the work-related discomforts that affect the psychosocial health of employees in Veracruz companies. Job demands, work environment, and organizational culture may be associated with certain psychosocial risks that need to be identified and addressed to create a healthier and more balanced work environment.

**Keywords:** Healthy Organizations, Professional Unrest, Psychosocial Risk, Psychosocial Risk Factors

## Resumen

La presente investigación tiene el objetivo de realizar un diagnóstico de aquellos malestares profesionales que afectan a los trabajadores en las micro y pequeñas empresas de Xalapa, el análisis se desarrolla a partir del uso e implementación del Modelo Teórico Healthy Talent Model como marco de referencia, el cual permite comprender de manera integral los factores que contribuyen a estos malestares, para que a partir de ellos se puedan proporcionar perspectivas relevantes para la implementación de estrategias de mejora en el entorno laboral. Lo anterior, considerando que vivir bajo una constante presión generada por largas jornadas laborales, un ritmo de vida acelerado y la incorporación excesiva de las Tecnologías de la Información y Comunicación (TIC) en la vida cotidiana, conlleva a que los trabajadores experimenten agotamiento físico y mental, impactando negativamente en los niveles de rendimiento y productividad. La investigación es de tipo cuantitativa y descriptiva, en la que a través de un instrumento diagnóstico, se han podido identificar y analizar aquellos factores psicosociales más recurrentes en los trabajadores de las Micro, Pequeñas y Medianas Empresas (Mipymes), considerando una población objetivo de 29,596 empresas públicas y privadas ubicadas en el municipio de Xalapa, Veracruz. Mediante el análisis detallado de los datos disponibles, es posible obtener una comprensión inicial de los principales factores que desencadenan algunos de los malestares laborales que afectan la salud psicosocial de los empleados en las empresas veracruzanas. Las exigencias del trabajo, el ambiente laboral y la cultura organizacional pueden estar asociados con ciertos riesgos psicosociales que necesitan ser identificados y abordados para crear un entorno laboral más saludable y equilibrado.

**Palabras clave:** Organizaciones Saludables, Malestar Profesional, Riesgo Psicosocial, Factores de Riesgo Psicosocial

## SUMMARY

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## Introduction

The loss of human life, work accidents, and illnesses caused by inadequate levels of safety in the work environment, as well as the desire for justice, humanity, and permanent peace in the world, were the main triggers for a historic decision, the creation in 1919 of the International Labour Organization (ILO). This organization was created as part of the Treaty of Versailles that ended the First World War under the conviction that social justice is essential for world peace. Since then, the ILO has focused on promoting fair and safe working conditions. In 1998, the ILO reaffirmed its commitment through the Declaration of Fundamental Principles and Rights at Work and its follow-up.

Subsequently, in 2009, the ILO launched the Global Jobs Pact, an initiative designed to address the global economic crisis and its impact on employment. Recently, in 2022, the ILO included a safe and healthy work environment as one of the fundamental rights, reflecting a continued focus on improving working conditions and monitoring practices such as forced labor and child labor. It is recognized that work is a socio-affective activity, which has allowed the development of all the organic and mental capacities of the individual, its transformation, and the satisfaction of collective and individual needs in such a way that it has expanded its potential, being considered as a means of survival, which assists personal and professional fulfillment, with a challenging and changing synergy (Sandoval, Gómez, Fernández & Torres, 2019).

Work is an activity that in Mexico, as throughout the world, has evolved and experienced significant changes at great speed in recent decades. Some of the reasons correspond to the accelerated adoption of digital technologies, the automation of tasks, and the restructuring of business processes, altering the way they operate and impact jobs. As a result of these changes, a workforce is seen as worn down by the pandemic consequences, new professional demands, the adoption of skills for remote and flexible work, and demographic changes based on generational and inclusive diversity.

These changes that have occurred in the work dynamics have led to the identification of professional ailments that develop in the workplace with strong repercussions on health. Recent studies by the WHO mention that Mexico ranks first worldwide in work stress, the latter being the cause of emotional, psychological, cognitive, and behavioral reactions to professional demands, which often exceed the knowledge and skills of workers for optimal performance (FORBES, 2023).

The main purpose of the Healthy Organization Model by Wilson et al. (2004) is to train organizations to improve their ability to create healthy work environments, which is possible with the implementation of changes and problem-solving with the active participation of workers, the support of management and an appropriate leadership style. The model is made up of three main components: job design, which emphasizes the individual perception of the worker's tasks; the organizational climate, which emphasizes interpersonal aspects; and the future of the job, which emphasizes job security and career development.

The main contribution of this research was to identify the context in which organizations located in Xalapa, Veracruz operate in order to assess the presence of risks and psychosocial factors faced by workers through a viable methodological alternative for their study. In this context, the research was guided by a quantitative study under the premises of the Healthy Talent Model, which focused on healthy organizations.

## Resolution scheme

### 1. Research problem

What are the professional problems faced by workers in MSMEs in Xalapa, Veracruz, Mexico?

### 2. Methodology

The research is quantitative and descriptive, in which through a diagnostic instrument, the most recurrent psychosocial factors in workers of Xalapa organizations were identified and analyzed, considering a target population of 29,596 public and private companies located in the municipality of Xalapa, Veracruz (INEGI, 2023); whose sample with 95.00% confidence and 7.00% error, required a minimum population of  $n = 196$  organizations to be surveyed and incorporated into the diagnosis.

The instrument was qualitatively validated at the discretion of judges for 15 days prior to its release and application, which allowed an adjustment to the items. The time horizon corresponds to a questionnaire applied to 196 companies established in the municipality of Xalapa in a period not exceeding four months from February to April 2023. The way to test the level of confidence of the instrument used for data collection, consisting of the homogeneity of the responses of each item, the Cronbach Alpha coefficient was used with an alpha value greater than 0.70, which according to the statistical scale is of an acceptable type (Table 1).

Table 1. *Reliability statistics*

Cronbach's alpha	No. of elements
0.742	59

Source: own elaboration.

The questionnaire included items with a Likert-type format that included five response assignment points. Psychosocial risks were measured according to 59 items, of which ten corresponded to demographic data (sex, generational groups, age, municipality) and data related to the organization (seniority, type of economic entity, organization classification, organization size, number of employees, job position and work modality); 17 from the section called Relational Discomfort, concerning job dissatisfaction perceived by the worker; 16 from the section Operational Discomfort, related to job dissatisfaction linked to the job performed in a team; and 17 from the section Ecological Discomfort, which refers to job dissatisfaction perceived by the worker in a corporate dimension.

### **3. Writing plan**

#### **3.1 Context of MSMEs in Veracruz**

The state of Veracruz is one of the states with a high concentration of MSMEs in Mexico, which cover a wide range of economic sectors, from commerce to manufacturing, construction, and services, among others. According to the 2021 Business Demographic Study (EDN) report, the state of Veracruz has had a high percentage of microenterprise growth from 2019 to 2021 in the commerce sector, corresponding to 28.94%, in the services sector of 25.20% and manufacturing of 15.28%. It is important to highlight that 26.53% corresponds to the proportion of microenterprise births and 3.80% of SMEs (INEGI, 2021). The same report states that in the economic activity sector, 36.44% of service companies permanently closed their activities, while in commerce, it was 29.38%, and in the manufacturing sector, it was 26.54%.

It is important to highlight that MSMEs are an important source of employment in the region, providing work to a large number of people in various geographic areas and labor sectors. As in many other places in the world, MSMEs in Veracruz faced significant challenges due to the COVID-19 pandemic. In Veracruz, as in the rest of the country, an economic recovery process continues after the pandemic; MSMEs are in the process of adapting to new market conditions that are allowing them to restart their operations effectively. However, government restrictions have caused the temporary closure of businesses since the decrease in demand has been a factor that has caused an adverse impact on the financial viability of these companies (INEGI, 2021).

#### **3.2 Healthy organizations**

The dynamics of modern organizations require special attention to the relationships between workers and their work environment, mainly in relation to the organizational climate, internal culture, and interaction between collaborators, which are crucial aspects of understanding the functioning of a company. It is important to highlight that, in Mexico, a worker spends a third of the day in the company or organization where he fulfills obligations, activities, and responsibilities inherent to his professional profile, skills, or job. The workforce faces significant wear and tear due to the effects and consequences of the pandemic that persist.

The Director General of the World Health Organization (WHO), Dr. Tedros Adhanom Ghebreyesus, in his speech at the World Economic Forum on January 18, 2023, assured that, during the pandemic, depression and anxiety increased by more than 25.00%, with deficiencies in addressing these mental health issues. He stated that employers have a responsibility to support the mental health of their workers, as is the case with the protection of physical health, highlighting that mental illnesses are recognized as one of the main causes of illness worldwide (Adhanom, 2023). On the other hand, the ILO reports in its statistics on occupational safety and health that Costa Rica ranks first in the number of non-fatal occupational injuries per 100,000 workers, Nicaragua ranks second, Finland ranks third, and Mexico ranks tenth in this category. Regarding the number of fatal occupational injuries per 100,000 workers, the first three places are Costa Rica at 9.70%, Nicaragua at 8.00%, and Mexico at 7.70% (ILOSTAT, 2024).

That is why, despite the large number and diversity of challenges in the organizational environment, human capital is and will continue to be one of the essential resources in any organization, where knowledge, experience, creativity, customer relations, and professional

skills developed within it, generate competitive advantage (Edvinsoon, 1997). That is why Chiavenato (2009), in his book on Organizational Behavior (OB), explains that this concept refers to the observation and analysis of individuals and groups that interact within an organization, based mainly on their behavior and mental processes such as personality, attitudes, motivation, among others, and highlights that it is enriched and related to various sciences, such as organizational psychology, to seek to improve the work environment and consequently its productivity. Therefore, the direction and development of human capital emerges as one of the essential pillars in the cultural fabric of the organization, a perspective supported by a fundamental theoretical framework in the field of Organizational Theory: Positive Organizational Psychology (POP), which focuses on the study of human strengths and the positive conditions of people to permeate an environment of well-being and quality of work life in the organization (Salanova, 2009).

Since 1948, the Declaration of Human Rights has established that each individual has the inherent right to enjoy a decent standard of living, which guarantees their health and well-being (UN, 1948). Today, from an organizational point of view, health is a strategic and necessary element to be able to achieve objectives and goals; that is, health is not understood only as the prevention of accidents and diseases but as a working condition. On the other hand, well-being is conceptualized as a comprehensive state of health and satisfaction that encompasses different factors, such as physical, mental, emotional, social, and spiritual health.

A healthy company is defined by its relentless and intentional commitment to improving the well-being of its employees and increasing productivity, which is achieved by creating well-structured workplaces, supportive environments, and equitable and affordable opportunities that foster a balance between work and private life (Wilson, Dejoy, Vandenberg, Richardson & McGrath, 2004). According to psychologist Marisa Salanova, companies need to have motivated employees with an optimal state of mental health. Human resources policies must be coordinated, embracing the theoretical approach of Positive Organizational Psychology (POP) in the workplace and business management, but focused on highlighting the strengths of both employees and the optimal functioning of the organization. She defines a healthy organization as one in which work processes are structured and managed in a way that directly influences the health and well-being of employees, thus promoting a healthy work environment (Salanova, 2019).

### **3.3 Professional ailments in the Organization**

Currently, there are a wide variety of adverse environmental conditions in the organization that negatively affect the health and emotional well-being of people, to the point of harming the individual and causing professional discomfort in the workplace. The environment is a key element that can cause stress and affect the psychological well-being of those who are in it, such as factors such as noise, visual pollution, lack of privacy, or poor air quality, among others (Holahan, 1995).

The health crisis triggered by COVID-19 has challenged both the physical and mental health of the world's population in recent years. In the workplace, a significant increase in professional discomfort has been observed, highlighting the need to address this problem in a specific way. In response to this situation, several countries, including Mexico, have implemented the Mexican Official Standard 035, which focuses on identifying, analyzing, and preventing psychosocial risk factors in the workplace. Its purpose is not only to mitigate the possible

negative effects on the mental health of workers but also to actively promote a work environment that promotes well-being in the workplace (DOF, 2018).

According to the Organization for Economic Cooperation and Development (OECD), Mexico is a member country that reports more working hours per year by workers, considering 2,246 hours, as well as being the country in which people retire at the oldest age of 73 years, being a nation whose average life expectancy is 75 years. Given the above, the academic of the Faculty of Medicine of the UNAM, Rodolfo Nava Hernández, assures that according to these figures, there is a risk that workers suffer from depression and the risk of suffering from cardiovascular problems (Gaceta UNAM, 2018).

### **3.4 The notion of risk and psychosocial risk factors in the work environment**

In the 1990s, sociologist Ulrich Beck defined risk as the anticipation of catastrophe, which indicates a pattern of proximity to danger, insecurity, and uncertainty that explores the precariousness of the labor processes of the time, giving a twist to his theories on the risk society (2013), reflexive modernization (2001) and individualization (2012), with a focus on labor studies and on the context of labor transformation, in which the changing nature of work is described.

In this sense, occupational risk is conceptualized as an undesired consequence of the industrialization process, the automation of work, and the increase in unemployment, giving rise to the emergence of a society at risk, which in turn has contributed to health problems, both due to work accidents and psychosocial factors (Reyna García, 2018).

Understanding the term "psychosocial" is facilitated by breaking down its components. On the one hand, the suffix "psycho" refers to the set of acts and functions of the mind, and "social" determines its origin and the characteristics of the work organization. Therefore, when referring to psychosocial factors in the work environment, we are talking about all those working conditions that are likely to cause harm to the health of workers.

The International Labour Organization (ILO) has characterized psychosocial risk factors as "the dynamics between the work environment, assigned tasks, organizational structure and the individual skills, needs, and values of workers, as well as external influences outside of work that, according to perceptions and experiences, can affect health, job performance, and job satisfaction" (ILO, 2016, p. 13). Since 2013, the International Labour Organization (ILO) has identified five main categories of psychosocial risks in the workplace:

- Las consecuencias derivadas de la demanda de trabajar en exceso.
- Cuando no se tiene autonomía, control, ni las condiciones necesarias para el crecimiento personal y profesional.
- Falta de apoyo de los líderes debido a una deficiente capacidad de liderazgo y falta de compañerismo.
- Insuficientes compensaciones.
- Deficiente organización en las labores de trabajo que genere jornadas incompatibles, para atender las necesidades familiares.

These risky working conditions generate professional discomfort and psychosocial risks that, in turn, impact people's health through psychological and physiological processes. One of the main results is stress, which is characterized by a combination of emotional, cognitive, physiological, and behavioral responses to unfavorable situations in the work environment.

Stress occurs when a person faces demands that exceed the resources available to deal with them (WHO, 1953).

For this reason, in Mexico, in July 2022, the draft of the Mexican Official Standard, Teleworking - Safety and Health Conditions at Work, established by the Ministry of Labor and Social Welfare (STPS), was prepared, in which the guidelines that must be adopted in the workplace as preventive measures for teleworkers are defined (DOF, 2022). By June 2023, after considering the comments proposed to the project and in compliance with the reforms of the Federal Labor Law, it became an Official Standard. Mexico has begun efforts to ensure the well-being of workers, for which the STPS proposed safety and health conditions at work, in which three different types of risks are identified: those caused by physical agents, by economic risk factors, and those caused by psychosocial risk factors.

The Healthy Talent Model Theoretical Model is a model that combines different fields of study, where authors and researchers in the areas of organizational psychology, human resource management, occupational health, and occupational medicine have contributed with knowledge and experience an approach that addressed the health and well-being of workers is essential to achieve success and increase the productivity of the organization.

The contributions of Antonovsky (1979), who introduced the concept of Salutogenesis, focused on identifying the factors that promote health in the individual; Karasek & Theorell (1992), who developed a Demand-Control model, related to the decision-making capacity on the tasks that the worker performs; Kahn & Byosiere (1992), developing the Demands-Resources Model, where they reveal the factors that influence motivation and performance at work.

On the other hand, the contributions of Seligman & Csikszentmihalyi (2000), considered the founders of positive psychology, focused on identifying human strengths to improve well-being and satisfaction at work; Luthans (2002), who introduced the concept of Positive Organizational Psychology, whose objective is to promote positive aspects at work; Bakker & Demerouti (2007), who extend the Demands-Resources Model with the concept of "job engagement," which refers to the energy and commitment that employees put into their work; Grant & Parker (2009), who introduce the concept of "meaning of work," referring to the perception that work is significant and valuable for the individual. All of them and many others contributed to the development and evolution of the Healthy Talent Model as a practical tool to carry out a psychosocial assessment for the management of professional discomfort through the identification of risks and psychosocial risk factors, which are analyzed from three categories of professional discomfort in the work environment (Table 2).

**Table 2. Professional discomforts of the Healthy Talent Model**

Level 1	Relational malaise	They evaluate aspects at the individual level, that is, related to job dissatisfaction perceived by the worker in relation to whom he works.
Level 2	Operational malaise	They evaluate aspects at the group level and point to job dissatisfaction perceived by the worker in relation to the position he performs.
Level 3	Ecological malaise	They evaluate aspects of dissatisfaction perceived by the worker in relation to the place where he carries out his work activities.

**Source:** Own elaboration taken from Talent Fullness Institute 2020, talent fullness model. <https://www.talentfullnessinstitute.com/talentfullness-model/>



## 4. Research results

### 4.1 Sociodemographic data

Regarding the profile of the respondents, the total population belongs to the city of Xalapa Enríquez, Veracruz, where 62.20% of the total population are women and 37.80% are men. The most representative generational groups are Millennials and Generation X, both accounting for almost 80.00% of the total (Tables 3 and 4).

**Table 3. Gender of respondents**

Gender	f	%
Male	74	37.75
Female	122	62.24
Total	196	100.00

Source: own elaboration.

**Table 4. Generational group of respondents**

Generational group	f	%
Baby Boomers (59 years and older)	12	6.12
Generation X (43 to 58 years)	72	36.73
Generation Millennials (27 to 42 years)	81	41.32
Generation Z (Under 26 years)	31	15.81
Total	196	100.00

Source: own elaboration.

### 4.2 Organization profile

Regarding the profile of the organizations surveyed, 67.80% of the population works in operational and administrative positions, with the fewest being those in senior management. The predominant work modality corresponds to face-to-face work in the company, with 91.80% (tables 5 and 6).

**Table 5. Position held**

Position held	f	%
Managers, directors and senior management	18	9.18
Supervisor, coordinator and heads	45	22.95
Operational and administrative	133	67.85
Total	196	100.00

Source: own elaboration.

**Table 6. Position held**

Work modality	f	%
Work in the company (In person)	180	91.83
Work from home (Teleworking)	1	0.51
Hybrid	15	7.65
Total	196	100.00

Source: own elaboration.

### 4.3 Professional ailments

After examining the data collected through the three dimensions that address professional discomfort, it was observed that organizations presented a significant increase in the incidence of ecological discomfort, which is closely linked to the cultural environment of work, where the identified elements are associated with psychosocial risk factors, such as the work environment, triple presence, precariousness and promotion (Table 7).

**Table 7. Global results of ecological unrest**

Factor	Answer	f	%
Ecological unrest	Never	869	26.08
	Almost Never	612	18.36
	Occasionally	752	22.56
	Almost Always	566	16.98
	Always	533	15.99
<b>Total</b>		3332	100.00

Source: own elaboration.

The responses obtained reflect an incidence of the second highest place on the scale, "occasionally," which suggests a perception of job dissatisfaction by workers with respect to their work environment. According to the respondents, their physical presence is valued more than the recognition of their work achievements; promotions are not based on who deserves it; they have job uncertainty and lack balance in their personal, family, and work lives. Some results remained average in relation to the leadership style of their superior, considered to be effective occasionally, in addition to stating that they have suffered excessive control over their performance. These results allow us to infer that there is no work environment conducive to the development of workers, the responsibility for which falls directly on the strategic levels of the organizations.

On the other hand, there is operational discomfort, which is directly linked to the job and is integrated into the group dimension. Its elements are closely related to psychosocial risk factors such as work demands, emotions at work, interpersonal relationships, and the technology used. Most of the results reflect a frequency in the second highest place, represented by the scale "occasionally."

It suggests that workers have experienced episodes of anxiety and physical and psychological problems, as well as mental fatigue derived from the constant use of information and communication technologies (ICT) and long working hours. These findings confirm the presence of the unfortunate Burnout syndrome and technostress, conditions that have become invisible and silent ailments in the contemporary work environment. However, a high percentage of respondents consider that their professional skills are in line with the demands of their position; they think that they have maintained the necessary closeness in their professional relationships, which has allowed them to get involved in the work environment and achieve objectives. In this sense, under the assessment of never, they express that they have too much free time, which leads them to get bored in their job (Table 8).

**Table 8. Overall results of operational malaise**

<b>Factor</b>	<b>Answer</b>	<b>f</b>	<b>%</b>
<b>Work-related discomfort</b>	Never	924	29.46
	Almost Never	503	16.03
	Occasionally	749	23.88
	Almost Always	456	14.54
	Always	504	16.07
<b>Total</b>		3136	100.00

**Source:** own elaboration.

Finally, relational distress, which addresses dissatisfaction in the worker's interpersonal relationships, constitutes an essential part of the individual dimension. In this category, the elements are linked to four psychosocial risk factors: aggressiveness, guilt, dignity, and time management (Table 9). In the detail of the results collected, a high frequency of incidence is shown in the responses of the respondents on the scales of "never" and "almost never." It reflects that around 70.00% of the respondents consider that they never or almost never perceive job dissatisfaction from interpersonal relationships; however, 11% think the opposite, indicating a relational type of discomfort.

The responses collected from the questionnaires intended to identify relational distress revealed significant results. For example, a large majority denied having experienced discriminatory behavior based on their racial or ethnic origin, religion, or disability, as well as of a sexual nature. In addition, many respondents reported not having felt guilty or ashamed in public or in private or having been denigrated or pressured to quit their jobs. Likewise, more than half of the respondents reported not having experienced or witnessed episodes of physical or psychological violence or having been victims of repetitive and prolonged behaviors of psychological violence. The results indicate a trend towards the absence of certain forms of relational distress in the work environment. However, it is important to continue monitoring and addressing any signs of distress or conflict that may arise in the future.

Finally, the distress with the lowest incidence is relational. However, there is dissatisfaction due to the lack of financial compensation for overtime worked, for an excess in the hours established by their workday, for the negative impact on their personal, family, or social life due to their dedication to work, for perceived disrespectful behavior and the impossibility of disconnecting at the end of their work day. The above translates into feelings of guilt for work addiction, for the impact on their time and dignity. These findings provide us with significant insight into the current situation of workers in organizations in the city of Xalapa. Furthermore, these results could serve as an indication of what is happening in other nearby regions within the state of Veracruz, Mexico, or even in the southeastern part of the country.

**Table 9. Overall results of relational distress**

<b>Factor</b>	<b>Answer</b>	<b>f</b>	<b>%</b>
<b>Relational discomfort</b>	Never	1584	47.53
	Almost Never	754	22.62
	Occasionally	614	18.42
	Almost Always	204	6.12
	Always	176	5.28
<b>Total</b>		3332	100.00

**Source:** own elaboration.

## Conclusions

The information collected offers a detailed view of what happens in micro, small, and medium-sized companies in Xalapa, Veracruz, Mexico. It is very useful to raise awareness among organizational leaders about the importance of effectively addressing the risk factors that generate professional ailments and that, when identified, opens the possibility of being adequately addressed to promote an environment of health and well-being conducive to promoting a healthy work environment that is aimed at consolidating healthy organizations.

Taking Salanova's definition (2019) as a reference, it is recognized that work processes have a direct impact on the health and well-being of employees, which directly influences their motivation and productivity (Wilson et al., 2004). It is crucial to understand and recognize psychosocial factors in the workplace since these can trigger mental or physical health problems or illnesses. When they are visible, it will be possible to adequately address the risks and comply with the requirements established by the current regulations in Mexico of NOM035. However, to achieve this effectively, it is necessary to implement socialization and training processes that focus specifically on aspects related to the quality of working life.

As a result of the research, it was possible to identify the professional ailments that workers in Xalapa's MSMEs currently face. To this end, it is important to highlight that the incidence of psychosocial ailments in workers varies depending on age, gender, job position, employment modality, type of organization, and the size of the organization. This research clearly reflects that, at the operational level in which most of the instruments that are part of the sample were resolved, the positions are mostly occupied by women, with the millennial generation and Generation X also representing these findings.

On the other hand, in most cases, results were recorded relating to ailments related to physical and/or psychological fatigue, as well as the suffering of frequent headaches, insomnia, muscle tension, and/or stiff neck/jaw; they were also present to the same extent, regardless of gender, institution, or position. It is worth noting that, in relation to the use of ICT, the majority of respondents state that more than 80.00% of their workday is carried out using technology. However, it can be concluded that men indicated greater confidence and better training in the use of ICT, deriving a relationship with mental fatigue due to its constant use, where the majority of women admitted feeling occasionally affected. That is, having training in the use of technology reduces risk factors and the possibility of suffering psychosocial risks.

In this context, the academic challenge is to continue with the research to obtain precise information, which leads to recommendations for care to support the training of entrepreneurs and workers in the state of Veracruz, to identify and prevent psychosocial risks, evaluate and control them, creating workspaces with high productivity rates and high quality of work life. Likewise, it is essential to teach and guide workers regarding the difference between delivering results, having a commitment, and developing well-being to achieve organizational objectives and goals with a quality of work life. Finally, these results show that it would be a mistake to continue with the option of budget cuts for health issues in general and mental health in particular.

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