

EVALUATION OF THE QUALITY OF LIFE AT WORK OF AN HONORABLE MUNICIPALITY OF SOUTHERN SONORA

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Summary

The present research shows the findings found where it was obtained as an objective to know the perception of the quality of life at work by the staff of the Honorable City Council of Southern Sonora indicating what are the main factors that affect their areas of work, with the purpose of generating areas of opportunity in the institution under study, where the general result was 82.3%. In addition to the results of the variables where the main variable quality of life on a scale of 1 to 5 had a result of 4.03%, the next variable obtained the result of 4.27% and finally organizational performance where the result was 4.04%.

CHAPTER I. INTRODUCTION

This research analyzes the evaluations of the quality of life at work of an Honorable City Council of Southern Sonora, with this project seeks the working conditions, the environment and the human resources policies that affect the satisfaction and well-being of the employees who work in said municipality. This includes aspects such as remuneration, professional development opportunities, work-life balance, participation in decision-making, safety at work, and relationships with co-workers (Fernández & Martínez, 2019).

Quality of life at work (QOL) is a concept that emerged in the mid-seventies as a need to humanize work environments with an emphasis on the development of human resources and the improvement of quality of life, which gave rise to the quality of work life and quality of employment movement. Throughout the twentieth century, the quality of life at work was considered as a process aimed at achieving the satisfaction of workers' needs and as a series of organizational practices aimed at achieving workers' well-being (Ishak et al., 2018)

Since the beginning of time, civilizations have been structured, to a large extent, around the concept of work. Work is a means through which an individual maintains contact and interacts with the human physical environment, facilitating a productive expression of the deepest stimuli and aspirations. An individual brings to his or her work a lifetime of experiences, with their attendant attitudes, expectations, and modes of behavior. The quality of work life as an element of well-being is intended to be constituted by actions aimed at creating favorable conditions for the worker, which may be relevant for their satisfaction, motivation, and work performance (Bordas, 2016)

Studying the working life at work has as a priority to obtain the needs that each of the workers requires day by day, to improve and understand each of the demands that are present, since the needs that are present are increasing, far from obtaining positive results, almost all companies are in regression since they choose to be inhumane and give importance to other factors of the organization such as the It is productivity, competitiveness and market positioning that causes demotivation. Every organization should be aware of the utmost importance of the CVL since it would guarantee the productivity that is being sought (Argüelles et al., 2015)

1.1 Background

The antecedents of this institution date back to colonial times, when the first cabildos or town halls were established in the cities founded by the Spaniards, following the model of the Crown. These cabildos had a mixed composition of peninsular Spaniards, criollos, indigenous and mestizos, and exercised political, judicial, administrative and fiscal functions. During the war of independence, the municipalities played an important role in the insurgent movement, supporting the causes of Hidalgo, Morelos, and Guerrero, and proclaiming popular sovereignty and municipal autonomy. After the consummation of independence, the municipality was consolidated as a legal and political entity, recognized by the different constitutions that were promulgated in the nineteenth century (Research Reports, 2023)

The term quality had its origins in a series of conferences sponsored in the late 1960s and early 1970s by the U.S. Department of Labor and the Ford Foundation. These conferences were stimulated by the then widely popular phenomenon of "worker alienation" symbolized by strikes among the mostly young working population at General Motors' new assembly plant in Ohio. Participants considered that the term went beyond job satisfaction and included some notions such as participation in at least some of the decision-making moments, increased autonomy in daily work, and the redesign of jobs, and organizational systems and structures with the aim of stimulating learning. promotion and a satisfactory form of interest and participation in the work (Historical Background), which seeks to optimize effectiveness from the humanization of the work environment, having as a reference the development of the worker in all aspects that affect him within the organization. However, the municipality also suffered processes of centralization and confiscation that affected its autonomy and its patrimony (Research Reports, 2023)

In the twentieth century, the municipality underwent a series of constitutional reforms that granted it greater powers and resources to meet the demands of the population. The most recent reform was that of 1999, which modified Article 115 of the Constitution to expand the powers of municipalities in matters of planning, citizen participation, fiscal coordination, public security and environmental protection. Currently, there are 2,457 municipalities in Mexico that are governed by the principle of free election of their authorities and by the political party system. Sonora was constituted as a federated state of Mexico in 1824, along with Sinaloa, which formed the former New Navarre. In 1830, Sonora became independent from Sinaloa and was organized into five departments. Throughout the nineteenth century, the state changed its administrative structure several times, reaching nine districts and more than eighty municipalities (Argüelles et al., 2015)

In 1930, a new state constitution reduced the number of municipalities to eighteen, although some towns reverted to being municipalities in the following years. The current division into seventy-two municipalities was established in 1996, with the creation of the municipalities of Benito Juárez and San Ignacio Río Muerto. There are proposals to create new municipalities, such as "La Costa" and "Valle del Yaqui". The Higher Institute of Audit and Oversight of the State of Sonora (ISAF) is the entity in charge of auditing the municipalities. ISAF achieved full autonomy in 2015 and has issued observations and sanctions to municipalities for failing to comply with transparency and accountability standards (Franco, 2021)

The International Labour Organization (ILO, 2020) conducted a study on the quality of life worldwide, revealing that workers experience a low level of well-being within organizations in relation to working conditions. This has had a negative impact on the emotional aspect of employees, who express dissatisfaction with the working conditions offered to them. In addition, the ILO (2020) estimates that 60% of workers perform their tasks with self-efficacy, while 40% do so in a team. This highlights the importance of improving the quality of work life, as it fosters work engagement and positively influences employee performance, allowing the incorporation of interaction, problem-solving and work management tools.

The purpose of this research is to know the perception of the quality of life at work by the staff of the Honorable City Council of Southern Sonora, through the instruments applied where the quality of life, organizational management and organizational performance are evaluated, which indicates which are the main factors that affect their areas of work. with the purpose of generating areas of opportunity in the institution under study.

1.2. The Problem Statement

Problems are currently faced in the quality of life of the worker, after the pandemic that began in March 2021, and ended in May 2023 in Mexico, problems began to arise due to the social isolation to which we were forced for a period of time, when the pandemic ended, daily tasks began to be resumed, which brought with it problems in the development of the worker, their performance, work stress and began to have greater emphasis on the mental health of the worker. Having workers with a poor quality of life at work creates a bad work environment, which mainly affects the company (Gutiérrez & Solano, 2020)

According to the World Health Organization (WHO, 2015), work-related stress is identified as a group of emotional, psychological, cognitive, and behavioral reactions to professional demands that exceed the worker's knowledge and skills to perform optimally. For example, you may feel muscle tension, increased blood pressure, and heart rate; fear, irritability, anger, depression; have decreased attention, difficulty solving problems, decreased productivity, among other symptoms.

Specifically, some studies have found that high work demands result in seven times greater risk of emotional exhaustion; little support from colleagues, twice the risk of back, neck and shoulder problems; under work control, twice the risk of cardiovascular mortality and, a lot of stress can produce three times the risk of morbidity due to hypertension, likewise, the WHO estimates that between 21 and 32 percent of hypertension cases in Latin America are related to high work demands and under control (WHO, 2015)

Quality of life at work is part of the Corporate Social Responsibility approach, all with the aim of ensuring the well-being of its workers and preserving a healthy work environment. Organizations that ensure both the physical and moral health of their workers will have a low rate of absenteeism, and their employees will feel committed to their work. According to the ILO, 4% of the world's gross domestic product is lost due to the cost of accidents, absences, disabilities and other benefits (Montoya, 2019)

QOL has been used as an indicator of human experiences in the workplace and the degree of satisfaction of the people who perform the work. The CVT concept implies a deep respect for people, since organizations can only achieve high levels of quality and productivity if they have motivated people who have an active participation in their work and who are adequately rewarded for their contributions. The competitiveness of the organization necessarily goes through the CVT. To serve the external customer, the organization must not forget the internal customer. This means that, in order to satisfy the external customer, organizations must first satisfy their collaborators in charge of the product or service they offer. Put employees first and they will put consumers first. The organization that invests in the employee is, in reality, investing directly in the customer (Chiavenato, 2009).

The management of total quality in organizations depends on the optimization of human potential, which is in the hands of how good people feel when working in the organization. The CVT presents the extent to which members of the organization are able to meet their personal needs through their work in the organization. Since the importance of human needs varies according to the culture of each individual and each organization, QOL is not only a function of individual characteristics (needs, values, expectations) or situations (organizational structure, technology, reward systems, internal policies) but, above all, of the systemic action of individual and organizational characteristics (Chiavenato, 2009).

What is the level of quality of life at work of an Honorable City Council in Southern Sonora?

1.3. Objective

To know the perception of the quality of life at work by the staff of the Honorable City Council of Southern Sonora, through the instruments applied where the quality of life, organizational management and organizational performance are evaluated, which indicates which are the main factors that affect their areas of work, with the purpose of generating areas of opportunity in the institution under study.

1.4. Justification

Quality of life at work focuses on Corporate Social Responsibility, with the aim of ensuring the well-being of their workers and preserving a healthy work environment, organizations that ensure both the physical and moral health of their workers will have a low rate of absenteeism, and their employees will feel more

committed to their work. Quality of Life at Work is based on change management, because today the challenges are greater in terms of work. We must apply this concept within new transformation projects from a digitalization project to any organizational change of the company (De Carrasquel, 2016)

The CVT should be seen as a transversal tool in all departments, not only generating social benefits by reducing abstentionism, but also economic benefits by compensation. The new working conditions have meant that the management systems (HR, HSE) of organizations require automated processes to collect information and data from workers. Well-being at work generates positive benefits in terms of social and economic performance. Prevention projects will reduce illnesses and accidents, which will be reflected in the organization's budget (Rubiano & Forero, 2016)

Organizations can identify areas for improvement in the quality of work life and take steps to create a healthier, more productive, and more fulfilling work environment for both employees and the organization itself. In addition, a quality of work life analysis can help measure the impact of work policies and practices on employee satisfaction and well-being. Organizations can identify areas for improvement in the quality of work life and take steps to create a healthier, more productive, and more fulfilling work environment for both employees and the organization itself. In addition, an analysis of the quality of work life can help measure the impact of work policies and practices on employee satisfaction and well-being (Campas & González, 2021).

1.5. Limitations of the study

General: the limitation would be the transfer to the town of Álamos, Sonora, due to the distance and time invested, in addition to the fact that there are no investigations in this type of public institutions, hence the importance of implementing them.

Specific:

The worker does not seek to find any improvement in his quality of work life. That is to say, they do not look for job opportunities, they do not go according to their goals. He limits himself to performing only the tasks that are within the description of his work, he is not interested in relating to activities outside of his work. Delegates tasks when the workload is very high, so they leave aside some activities without doing. You seek to disconnect from work in your free time. Companies prefer to reduce costs both in personnel, which causes a demotivation for the worker when carrying out their daily activities.

Social aspects: a limitation is religions, in some there are festive dates that have to be celebrated and those are not on the calendar as a non-working day, and the clothing of some religions.

Politicians: their limitation could be if they go through a date such as the elections and cause work to be delayed.

Economic: the difference in salaries that exists depending on the job position in the City Council, affects the employee's results.

Technicians: it is based on the difference in positions, such as people whose work is outside, such as gardener, janitor, bricklayer, and on the other hand people who work inside a company, such as an accountant, administrator, etc.

1.6 Hypothesis

Ho. The level of quality of life at work of an Honorable City Council of Southern Sonora is not favorable.

H1. The level of quality of life at work of an Honorable City Council of Southern Sonora is favorable.

CHAPTER II. THEORETICAL FOUNDATION

2.1 Worker's quality of life

Each worker has an expectation of what CVL is, the employee measures the level of like or dislike he has with the company in which he is working, if the work environment is adequate or if improvements are needed. By having workers in a comfortable place to develop, it will give us benefits or damages that directly affect the company. Good results will give a better image to the corporate, in general it seeks to obtain a

positive impact, otherwise having uncomfortable employees will result in a bad environment, slower and sloppy work, bad comments and complaints from the participants. (Cruz, 2018)

The quality of life at work is made up of five fundamental variables, the way in which the company solves existing labor conflicts, labor influence, control of supervision, social openness within the organization or work area and finally the rewards that can be received for performing your tasks well; These are reflected in specific ways depending on the existing position or work circumstance. Although it may not seem like it, the CVL is difficult to carry out, mainly for those who have a very rigid system, with little adaptation to needs and little flexibility with the staff, which leads to a high turnover of personnel. It is possible to carry out studies that help us to better understand the importance; although there is a noticeable improvement, there is still a high level of confusion (Jokinen & Heiskanen 2013)

This must be taken into account as an important part for the development and growth of workers, in each company respect for basic rights, psychological and social aspects and all those effects that are related to or affect organizational behavior, work performance, ways of working and violations of the internal regulations of the corporation must be established. The purpose of the establishments is to create healthy environments for personal activities, create links between the company and its staff, improve communication, reduce or eliminate staff turnover, among others. The physical and mental health of the employee, speaking in professional terms, is essential for the company and obtaining positive results (Grote & Guest, 2017)

2.2 Importance of the H. Ayuntamiento

A town hall is a democratically elected governing body that autonomously manages the interests of the community within its territory. When we talk about councillors, the first person that comes to mind is usually the mayor. However, it should be noted that these also include women and men in director, director, advisory board and advisory board positions. Municipalities carry out a variety of activities to influence social welfare. Considering the responsibilities of these authorities and the potential for transformation over their territory and population, there must be a strong presence on the agenda and proposals of future candidates elected to the heads of local governments (Núñez, 2023).

In a democratic entity, the citizens' share in public negotiation is fundamental. One of the basic pillars for this is the entry into a close and efficient company. That is why each suburb owes to maintain its true town hall. According to the experienced Political Science, Ernesto Pérez-Gil, "the local councils tune the zócalo of democracy and the citizen quota. They allow citizens to maintain an early role in negotiating their affairs and making decisions that affect their community." In addition, in a modern exploration by the National Institute of Statistics, self-managed urban centers have an old right of happiness of citizens with public urinals and a small right of social conflict (Núñez, 2023).

The lack of nearby town halls can have negative consequences for the increase in towns: according to the expert in public policy, María García N., "the scarcity of local town halls can cause citizens to lose care about the arrangement of their own affairs and the illusion of local excrements. In addition, it can lead to the delegation place being safe capable and safe friendly to the specific excrements of each town" (Núñez, 2023).

2.4 Mexico and Work Stress

Surveys conducted in 2023 reveal that the prevalence of burnout syndrome is also known as "burnout" worker syndrome, work stress or occupational burnout. Economic uncertainty and also the fear of job cuts add to the unrest in the workplace. According to Lozano Luviano, 40% of those who work in office work feel exhausted. Data from the Mexican Institute of Social Security (IMSS) indicate that, prior to the pandemic, Mexico was already one of the countries with the highest fatigue due to work-related stress. At least 75% of workers suffered from this condition, exceeding the levels of China 73% and the United States 59%. "Research confirms that health personnel are one of the most affected sectors," says the consultant (Torres, 2023).

Tabla 1.

Mexico: alarming figures of work stress.

Mexico is one of the countries with the highest prevalence of burnout syndrome, surpassing China and the United States.

75% of workers in Mexico suffer from fatigue due to work stress, and more than 40% of those who perform desk work feel exhausted.

Health personnel are one of the sectors most affected by burnout syndrome.

Factors such as low wages, lack of pay and benefits, and the need to have multiple jobs contribute to work stress in Latin America.

Burnout syndrome is considered a psychosocial disease with components of emotional exhaustion, depersonalization and abandonment of personal fulfillment.

Burnout can lead to serious consequences, such as psychiatric conditions and even suicide.

The World Health Organization recognized burnout syndrome as a condition in 2022.

Psychological therapy can help prevent and treat burnout, providing emotional support and tools to improve quality of life.

Specialist Patricia Lozano Luviano recommends promoting self-care and healthy habits to prevent burnout.

Institutions often view the mental health of their workers as an expense, rather than an investment.

Source: (Torres, 2023).

2.5 Theory of human needs

The theory of the hierarchy of human needs deals with the psychological issue, which was proposed by Abraham Maslow in his work; this theory was about human motivation in 1943. This was represented in a pyramid and speaks of the most basic needs that the human being has, which would be: physiological obligations, security, affiliation, recognition and self-realization. Maintaining this precision would be beneficial for the company because the greater the interest given to the worker, the better he or she feels in his or her work area, the better his or her performance will be, and the lower the demand for attention for the employee (Maslow's Pyramid, 2012).

Basic needs: are all those related to health such as breathing, drinking water, eating, those that every human being needs to feel good. Safety and protection: once the physiological is compensated is when these begin to emerge, physical security, income, property and private life. Affiliation and affection: how we let employees participate within the company, relationship with others and the level of acceptance that the employee has to feel in a favorable work environment. High esteem: self-respect, confidence, competence, achievement, independence, and freedom. Low esteem: respect for others, recognition, attention, status, fame, dignity. Self-realization: growth motivation (Castro, 2018).

Human needs are objective and timeless, as well as being invariable, identifiable, dependent on each other, limited and universal, all insofar as their theoretical and empirical recognition can be free from the individual preferences conditioned by the consumer society. The subjective condition in the theory of needs is marked by the satisfaction of those needs. What varies, in perceptual terms, diachronically and synchronously, are the means by which these needs, their satisfiers, are satisfied (Castro, 2018).

It is important to keep workers with high self-esteem, this will keep them motivated, since it is a balance for the human being, it is a fundamental pillar for each individual to achieve all their goals, whether in their personal or work life. Each point of the pyramid must be satisfied starting at the base, before the next need motivates us. Humanistic psychology focuses on the importance of each individual. It is considered that human beings have needs that they must satisfy to achieve a level of well-being, to achieve this there are three types of behaviors: constructive, it is when demands are satisfied and everyone benefits. Destructive: despite the fact that what is expected is achieved, not everyone benefits. Failed: the expected objective is not achieved. We mainly hope to obtain the constructive one and avoid the destructive and the failed ones (CID OLMO, 2024).

Maslow's pyramid or hierarchy of human needs is defined as a psychological theory proposed by Abraham Maslow in his work "A Theory of Human Motivation of 1943", which he later expanded. He obtained important notoriety, not only in the field of psychology but also in the business, marketing and advertising

fields. Within what human needs are, according to Maslow, he formulates in his theory a hierarchy of human needs and defends that as the most basic needs are satisfied, the lower part of the pyramid, human beings develop higher needs and desires at the top of the pyramid. To better understand what human needs are according to Maslow, in Maslow's Pyramid there are 5 levels of needs, the most basic are at the base, therefore, they will be the first we have to achieve, while the most complex are at the top (Lozano & Barragán, 2015).

Physiological needs; They are the vital needs, the most basic to survive, they are of a biological order, we find, among other needs: to breathe, to drink water, to sleep, to eat, to sex, to shelter. In short, they are the ones that keep us alive, which is why they are the most basic. It is important to cover them because otherwise we will not be able to cover the next ones. Security needs; They are the consequence of having fulfilled the previous ones. Oriented to personal safety, stability and protection of the person. Among them we find: physical security, work, income and resources, family, and health (Lozano & Barragán, 2015).

Membership needs; They are the needs of individuals to establish affective bonds, to create a social environment. For example, getting married, starting a family, belonging to a community or a social club, making friends, etc. Recognition needs; These allow you to strengthen self-esteem. It is the recognition of one's own person, particular achievements and respect for others, if we cover them, we will feel sure of ourselves and that we have a value within society. Otherwise we will feel inferior and worthless. There are two categories: the inferior (we include respect for others: status, fame, glory, recognition, etc.) and the superior (self-respect: self-confidence, competence, achievement, independence, and freedom) (Lozano & Barragán, 2015).

Self-actualization needs; They are the internal needs of spiritual and moral development, seeking a mission or goal in life, volunteering, etc. Now that we know much of what human needs are according to Maslow. When referring to what human needs are according to Maslow, he also addresses the problem of self-actualization in another way, talking about impulsive needs or meta-needs, and comments on what was needed to be happy: truth, goodness, beauty, unity, integrity and transcendence of opposites, vitality, uniqueness, perfection and need, fulfillment, justice and order, simplicity, environmental richness, strength, playfulness, self-sufficiency and the search for what is meaningful (Lozano & Barragán, 2015).

2.6 Theory of psychological well-being

Psychological well-being is defined as a concept that was born in the United States in the eighties. Studies on this topic began almost 50 years ago, with psychologist Carol Ryff being one of the greatest exponents, who considers that the subject is of great importance for full human development. Psychological well-being is generally defined as a positive or negative attitude or feeling towards the person, based on the evaluation of their own characteristics, and includes feelings of satisfaction with oneself. Psychological well-being is recognized as the prevalence of positive attitudes, as well as an adequate balance in human feelings of satisfaction (Oramas et al., 2006)

Ryff began his research on psychological well-being because he showed great concern due to the absence of a variable that considers eudaimonia, personal development, self-actualization, and human capabilities. The author maintained a critical stance towards the studies of that time, although psychological well-being was simply considered as the absence of illness, mental disorders or unpleasant emotions. This being the case, it was implied that well-being was only a one-dimensional variable. However, the author questions it by formulating a multidimensional hypothesis (Sandoval et al., 2017).

In this type of analysis, psychological well-being is a category that carries a very personal stamp in itself. What well-being is for human beings is elaborated by themselves, so scientists must try to develop general models for their study and evaluation that take into account this individual weighting. It is linked to a psycho-affective tone that tends to remain stable, derived from personal, unrepeatable experiences, arising within the framework of social life and personal history. What people understand by well-being, what produces satisfaction and enjoyment, varies from one society to another, from one era to another, from one stage of social development to another and from one moment of personal life to another, all of which underlies that it is, in itself, a personal and unrepeatable experience (Sandoval et al., 2017)

Sociodemographic factors alone do not explain the different levels of well-being of people, but their effect is mediated by psychological processes such as goals and coping skills, factors that as we know are closely related to personality and history

personnel. For example, gender and age determine the type of goals and objectives that the individual sets for himself, but they do not directly determine well-being. It is important to emphasize that psychological well-being is socioculturally determined, with a dialectical interrelation between the biological, the social and the psychological, where personality as a regulatory system plays a very important role (Del Valle et al., 2015).

Psychological well-being is also related to: the subjectivity of the individual; the objective factors of the social context; personal goals and experiences; the level of aspirations; the level of frustrations; predisposition to stress; the frequency and intensity of negative and positive emotions; the strategies to achieve what is proposed; adaptation; personality; self-esteem; optimism; emotions, among others (Del Valle et al., 2015).

The role of psychological factors that condition the degree of satisfaction or well-being is decisive for the evaluation process. The processes that lead to that satisfaction occur from the perspective of the individual, from the perspective of the needs, values, aspirations, and achievements of each particular individual. Aspirations and expectations are based on the subject's assessment of his abilities, the environment in which he develops, as well as his main motivations, from which man becomes aware of his aspirations, outlines his essential objectives and mobilizes his behavior according to the proposed ends (Del Valle et al., 2015).

The aspirations of the individual are based on the hierarchy of motives of the personality and are based on the position and strength of the needs, which arise, develop and modify in the course of social activity, depending on the system of social relations in which the individual is immersed, in accordance with his position in the social organization. Thus, there is an interaction between the social and the psychological, where the social influences the psychological through the meaning it has for the subject and the psychological influences the social according to the position that the individual assumes (Fernández et al., 2015).

2.7 Social welfare theory

Social well-being is when a person develops their skills and acts appropriately according to the situation, feeling good reflects it in each of their behaviors. By guaranteeing the rights that each one has and above all respecting them, it is possible to achieve self-confident subjects, since we do not take importance to factors such as social, economic, ethnic or physical condition. What helps to obtain happiness, this is one of the greatest desires of the human being that is directly related to well-being, if this satisfaction is not obtained it will not make sense because you will not feel in harmony and at peace with your surroundings (Bericat, 2018).

To establish social well-being we must take into account that it is a set of things that have to be valued, among them would be closely related the quality of life and happiness. A person's feelings are measured by how full their needs, such as psychological and physiological, are. This is closely related to the environment in which we live, enjoying life and day-to-day actions, this allows us to identify, experience and satisfy each of the needs, from the most basic such as the vital ones to simple satisfaction (Bericat, 2018).

Social well-being is also influenced by the economic factor, to have a good diet, to have access to education, to be entitled to housing, among other benefits, which would lead each person to develop better in the environment. It can be considered one of the most important for the development of quality of life, societies where there is greater financial flow are more prosperous than those that do not have the same opportunities. These are measured with the distribution of income, unemployment rate, social spending, level of education, social security, among other factors that directly or indirectly affect an environment and do not allow feeling in the right conditions (Bericat, 2018).

2.8 Theory of subjective well-being

It is an indispensable aspect for the quality of life, in which the environmentalist model, the psychological model and the interactionist model are evaluated. The first defines subjective well-being as dependent on external conditions and aspects of the environment. Workers would be related to their work environment depending on the place where they perform their work, the second depends on the characteristics of the

personality traits of each individual and finally the interactionist model proposes that it is the relationship that exists between the first two, how a balance is achieved to achieve stability (Beltrán, 2018).

The BPS is focused on effective and emotional aspects, which are moods, how they impact their day to day and their work performance, performance, a worker in a bad mood will not have the same efficiency or disposition as one who is completely satisfied with their environment, it also studies the impact they experience in a positive way for leading a good quality of work life. It is important to show each of the workers support as a company so that they can feel pleased and have better internal control and better performance. Sufficient attention must be paid to psychological aspects since they are just as important as others to achieve peace of mind in each one (Beltrán, 2018).

Subjective Well-being is defined as the evaluative stance that people have in relation to their well-being as they experience it, that is, how they perceive it. This concept has two components: the emotional, related to the level of happiness, which brings with it affective burdens, and the cognitive, which refers to evaluations of life satisfaction. It is important to note that both components (affective and cognitive) are present in subjective well-being, however, the affective element predominates in happiness, and in life satisfaction, the cognitive element (Beltrán, 2018).

One of the main authors who has promoted the study of well-being in all its dimensions is Ed Diener, who has provided the basis for the construct of subjective well-being, both at a theoretical level and at a methodological level for its measurement and also in terms of the factors that determine well-being. Among his main contributions, he proposes the interaction of different factors that have a direct relationship with well-being, but that can also be considered as causal influences, such as demographic and sociographic characteristics, health, social interaction, activities, personality, mainly (Diener, 1984)

2.9 Human capital theory

The theoretical foundations of human capital, have their historical context and forms of measurement, it is found that the theories of human capital argue that knowledge and health determine the increase of individual productivity and economic growth, this is how Schultz presented for the first time in his Teller Lecture the term human capital, who developed his theory around the concept in the early 60s. Schultz's work was continued by Lewis who considers that food and health are determining factors of workers' productivity, therefore, companies had to ensure that their workers had access to medical services without compensation, in addition to having good eating habits and, finally, they would stay in a residence that would allow them to rest peacefully; these are the factors, according to Lewis, that would guarantee an increase in productivity (Pérez, 2023).

The theory of human capital is an attempt to discover the elements or characteristics that express the links between it and physical capital and thus be able to define to what extent, and in what proportion, CH is linked to and influences the production process and its profitability. This theory is considered, based on the knowledge of these elements, and their characteristics; a model could be formulated more or less close to the knowledge, skills and skills that arise from the educational process and that are required for each job in the productive sphere (Pérez, 2023).

Human capital management is part of the success of organizations, from the way in which the recruitment, motivation, and training of workers is carried out. Managers and managers must see "Quality of Life at Work" as a strength. Meeting customer needs and organizational goals are just as important as employee satisfaction (Pérez, 2023).

2.10 Theory of human development

It has as its concept human development as a process of expansion of the real freedoms enjoyed by individuals, where real freedom is represented by the ability of the person to achieve various alternative combinations of functioning, which allows (the human), in the social, economic, cultural, political and environmental environments in which he or she finds himself, to be able to do valuable things for themselves and their families. Therefore, human rights should not be measured with any other indicator than the increase in the freedoms of individuals, understood as the construction of environments in which individual freedom to be able to deploy the capacities and most precious aspirations of human beings is expressed (Esteban, 2023)

2.11 Quality of Working Life Indicators

2.11.1 Job satisfaction

Davis & Newstrom (2002) consider that satisfaction studies are mainly concentrated on the most important parts of the organization, since attitudes related to work dispose the worker to behave in a certain way. Among the significant aspects that involve the concept of job satisfaction are: remuneration, immediate superior, the nature of the tasks performed, colleagues or work teams, and immediate working conditions. In addition, the key factors that revolve around age, occupational level and the size of the company. Corporate social responsibility increases employee levels of job satisfaction, belonging, engagement, and loyalty. Socially engaged actions also promote stability and well-being for the internal public: a recent study by the Cherson Group found that nearly 80% of employees choose to work for a company that has an excellent reputation and pays a salary sufficient to meet their needs than for a company that pays a better salary but has a bad reputation overall.

2.11.2 Conditions and environment

2.11.2.1 Health and physical environment in the workplace

According to WHO and PAHO, workplace health promotion includes the implementation of a series of workplace policies and activities, designed to help employers and workers at all levels to increase control over and improve their health, favoring the productivity and competitiveness of companies and contributing to the economic and social development of countries. The workplace can be any environment in which people work, including the home and the street (Vega et al., 2013).

2.11.3 Organization and global indicator

It groups the following variables related to aspects such as the work system, policies and methods of direction and management, culture and organizational strategies such as work organization, effectiveness and productivity (Vega et al., 2013).

2.11.3.1 Culture

According to Schein, E., culture is a set of beliefs invented, discovered, or developed by a group as it learns to face its problems of external adaptation and internal integration that has worked well enough to be judged valid and, consequently, to be taught to new members as the correct way of perceiving, thinking and feeling about these problems (Vega et al., 2013).

2.11.3.2 Employee participation

According to Laville J.L., participation is any form of production or company management in which rank-and-file workers take part or are associated (Vega et al., 2013).

2.11.4 Private and public sectors

Indicators such as economic, political, ecological, social, historical-cultural and technological factors that have to do with the work environment such as quality of life, well-being and occupational health (Vega et al., 2013).

2.11.4.1 Diversity

According to the United Nations, the concept of diversity manifests itself in different ways, such as; differences in age, race, gender, personal abilities, sexual orientation, religion, and language. Diversity in terms of background, professional experience, skills and specialization, values and culture, as well as social class; it is a pattern that prevails (Vega et al., 2013).

CHAPTER III. METHOD AND MATERIALS

3.1 Method

To know the perception of the quality of life at work by the staff of the Honorable City Council of Southern Sonora, indicating what are the main factors that affect their areas of work, with the purpose of generating areas of opportunity in the institution under study.

3.2 Type of research

The quantitative methodology, according to the author Hernández et al., (2014) consists of the contrast of existing theories from a series of hypotheses arising from it, this being necessary to obtain a sample, either randomly or discriminately, but representative of a population or phenomenon under study. Therefore, in order to carry out quantitative studies, it is essential to have a theory already constructed, since the scientific method used in it is deductive; while qualitative methodology consists of the construction or generation of a theory from a series of propositions extracted from a theoretical body that will serve as a starting point for the researcher, for which it is not necessary to extract a representative sample, but a theoretical sample made up

of one or more cases, and that is why it uses the inductive method, according to which a null state of theory must be taught.

The characteristics that stand out in the quantitative methodology, in general terms, are that it chooses an idea, which it transforms into one or more relevant research questions; after these, he derives hypotheses and variables; develop a plan to test them; it measures the variables in a given context; it analyzes the measurements obtained (often using statistical methods), and establishes a series of conclusions regarding the hypothesis.

3.3 Participants

The participants are workers of the City Council of a municipality in Southern Sonora, the results of the sociodemographic data found are the following: sex which 48.3% are men and 51.7% are women, type of contract which 34.5% are by contract and 65.5% are by plant, age which 22.4% are under 22 years old, 24.1% are from 22 to 30 years old, 20.7% are from 21 to 40 years old, 25% are from 41 to 50 years old and 7.8% are over 50 years old, level of studies where 8.6% have high school, 30.2% high school, 57.8% bachelor's degree and 3.4% with master's degree, marital status 36.2% are single, 51.7% are married, 3.4% are divorced, 2.6% are in a common-law union and 6% are other and seniority which 9.5% is less than 1 year, 61.2% are from 1 to 5 years, 14.7% are from 6 to 10 years, 4.3% is from 11 to 15 years, 6% is from 16 to 20 years, 3.4% are between 21 and 25 years old and .9% are over 25 years old.

Stevenson's formula (1981) was applied.

N =	Population	N	133
D =	Standard Deviation (Confidence Level)	D	2.58
e =	Expected error	and	5.0%
p =	Proportion in favor	p	0.5
q =	Proportion against	q	0.5
n =	Sample size	n	116

The N population was a total of 133 workers, with a confidence level of 95%, giving a total sample size of 116 instruments applied.

In order to determine the effectiveness of the quality of work life of the cooperative, to know the perception of the staff, what are the factors that affect their areas of work, in this research we worked with an intentional sample of 116 people, but in total there are 133 employees, we worked with a little more than the intentional sample, obtaining as a final result 116 people to have more viability in the results. Using the sociodemographic data that were: department, type of contract, level of education, marital status, sex and age.

3.4 Instruments

For the development of this research project, the instrument of Quiroz et al., (2021) called "Evaluation of the quality of life at work of higher education institutions in southern Sonora, Mexico", based on the Likert scale, was taken, which was previously applied to people from the Honorable City Council of Southern Sonora, where the sample was 116 people, it has three dimensions, which are shown below:

- Quality of life
- Organizational Management
- Organizational Performance

The structure of the questionnaire that was used for this research has 5 answer options ranging from,

- Strongly Disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- OK (4)
- Strongly agree (5)

This instrument was validated by means of the statistical program SPSS (Statistical Package for the Social Sciences, version 26).

3.4.1 Reliability and Validity of the Instrument

Six phases were taken into account for the procedure:

Phase 1: Bibliographic review. For the construction of the instrument, the first step was the review of concepts and scientific journals related to the work that was being done, in order to identify which variables influence the perception that individuals have in relation to the quality of work life.

Phase 2: Design and construction of the instrument. After the analysis of the theories and having reviewed the studies carried out previously, the construction of the instrument was carried out, in which the dimensions, items, criteria and pertinent instructions for its application that were mentioned above were established.

Phase 3: Identification of content (construct) validity. The validation of the instrument was carried out through a focus group in which six university professors expert in different areas participated, all related to the subject under study, in order to validate the fulfillment of its purposes and the relationship with the achievement of the objectives of the research. For the validation of the instrument, they were based on the clarity, wording, content and relevance of the items.

Phase 4: Piloting. After having analyzed the suggestions and observation of the panel of experts, work was done on the improvement of the questionnaire, where a questionnaire of 31 questions was finally obtained, using a physical and digital application. In order to verify the construct validity, the instrument was taken into account for the application of the instrument to a total of 310 subjects who participated in the research and then proceeded with the tabulation of the results and the confirmation of the validity of each of the questions.

Phase 5: Construct validity check. Once the information was collected, the results were tabulated and a statistical analysis was carried out that facilitated the processing of the data, recording each answer given by the surveyed personnel to each of the questions.

Phase 6: Reliability of the instrument. To measure the reliability of the instrument and the internal congruence of the dimensions that make it up, the Cronbach α coefficient was determined with the SPSS version 26 statistical package, obtaining a $\alpha=0.983$ considered excellent (George & Mallery, 2003). Statistical tests were then carried out.

Three types of validity were evaluated: content, criterion and construct. The first type was done through the construction of an instrument that measures three dimensions of quality of life at work: quality of life, organizational management and organizational performance. Once the questionnaire was developed, it was distributed to a group of teachers, asking them to validate clarity (the item's statement, exact and direct, is understood without any difficulty), belonging (the item belongs to the dimension) and relevance (whether the item is appropriate to represent the specific component or dimension of the construct) (Quiroz, 2021).

3.5 Procedure

According to Hernández & Sampieri (2018) this research is quantitative and this process was structured in several phases which lay a sufficient basis to support the research, this sequence presents sufficient elements to achieve a logical result to propose the necessary strategies in the implementation of these strategies, the stages are indispensable since they offer an adequate chronological direction of the research, These steps are broken down below:

First phase. Bibliographic review. Studies were carried out on different concepts related to leadership and quality of work life with the aim of defining the variables for each analysis. This allowed us to visualize a clear foundation and develop tools to help with data collection. Enough for this research.

Playoff. Search, adaptation and validation of the instrument. Various papers and articles have been studied in order to obtain instruments that are intended to be converted into a single instrument that correctly meets the

sufficient requirements to achieve the desired end. The instrument had to be validated by experts in the field and the SPSS (Statistical Package for the Social Sciences, version 26) program.

Third phase. Procedure for the application of the survey. The companies surveyed were asked for permission to conduct the survey through Google Forms. Email and WhatsApp were used to access employees.

Fourth phase. Pilot test. After having structured the instrument through the pertinent schemes, a pilot test was implemented where the instrument was validated.

Fifth phase. Final application of the instrument. After obtaining positive results from this tool, the next step was to apply it to all the company's employees to obtain the necessary results to interpret the tool.

Sixth phase. Statistical, descriptive study and discussion of the data. The study was applied to the entire surveyed sample, so the analysis of the data and the respective interpretations continued after having collected enough information to help assess what was really happening within the company. It lists a number of applicable solutions and strategies regarding the impact of leadership on the quality of work life.

CHAPTER IV. RESULTS AND DISCUSSIONS

4.1 Results

This chapter shows the findings found where the objective was to know the perception of the quality of life at work by the staff of the Honorable City Council of Southern Sonora, indicating what are the main factors that affect their areas of work, with the purpose of generating areas of opportunity in the institution under study. where the general result was 82.3%., in addition to the results of the variables where the main variable quality of life on a scale of 1 to 5 had a result of 4.03%, the next variable obtained the result of 4.27% and finally organizational performance where the result was 4.04%.

The results of the sociodemographic data found are as follows: sex which 48.3% are men and 51.7% are women, type of contract which 34.5% are by contract and 65.5% are by plant, age which 22.4% are under 22 years old, 24.1% are from 22 to 30 years old, 20.7% are from 31 to 40 years old, 25% are from 41 to 50 years old and 7.8% are over 50 years old, level of education where 8.6% have high school, 30.2% high school, 57.8% bachelor's degree and 3.4% with master's degree, marital status 36.2% are single, 51.7% are married, 3.4% are divorced, 2.6% is common-law and 6% is other and seniority which 9.5% is less than 1 year, 61.2% are from 1 to 5 years, 14.7% are from 6 to 10 years, 4.3% is from 11 to 15 years, 6% is from 16 to 20 years, 3.4% is from 21 to 25 years and .9% is more than 25 years.

4.2 Reliability Results

Tabla 2.

<i>Reliability Statistics</i>	
Cronbach's alpha	N of elements
.947	31

The minimum acceptable value for Cronbach's alpha coefficient is 0.70; Below that value, the internal consistency of the scale used is low. For its part, the maximum expected value is 0.90; above this value is considered to be redundancy or duplication. Several items are measuring exactly the same element of a construct; therefore, redundant elements must be removed. Generally, alpha values between 0.80 and 0.90 are preferred. However, when a better instrument is not available, lower values of Cronbach's alpha can be accepted, always bearing in mind this limitation (Virla, 2010).

Tabla 3.

<i>Result of variables</i>	
Variables	Average
Quality of life	4.034
Organizational Management	4.27
Organizational Performance	4.04
Total	4.11466667

Tabla 4.

My job allows me to maintain a balance between my personal and work responsibilities.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	8	6.9	6.9	10.3
Occasionally	17	14.7	14.7	25.0
Almost always	25	21.6	21.6	46.6
Totally agree	62	53.4	53.4	100.0
Total	116	100.0	100.0	

Table "10" shows that 53.4% completely agree that they maintain a work-life balance, 21.6% answered that they almost always, 14.7% occasionally, 6.9% almost never and 3.4% totally disagree.

Tabla 5.

The work I do every day represents more than just work for me.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	1	.9	.9	6.0
Occasionally	10	8.6	8.6	14.7
Almost always	18	15.5	15.5	30.2
Totally agree	81	69.8	69.8	100.0
Total	116	100.0	100.0	

Table "11" shows that 69.8% strongly agree that the work they do daily represents something more than just work, 15.5% answered that it is almost always, 8.6% occasionally, 0.9% almost never and 5.2% said they totally disagree.

Tabla 6.

I feel free to express my opinion within my work team.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	9	7.8	7.8	12.9
Occasionally	22	19.0	19.0	31.9
Almost always	21	18.1	18.1	50.0
Totally agree	58	50.0	50.0	100.0
Total	116	100.0	100.0	

In table "12", 50% answered that they totally agree that they feel free to express their opinion within their work team, 18.1% almost always, 19% occasionally, 7.8% answered almost never and 5.2% said they totally disagree.

Tabla 7.

The work I do daily allows me to develop my skills and abilities.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	4	3.4	3.4	6.0
Occasionally	8	6.9	6.9	12.9
Almost always	27	23.3	23.3	36.2
Totally agree	74	63.8	63.8	100.0
Total	116	100.0	100.0	

In table "13", 63.8% said they totally agreed that the work they do daily allows them to develop their skills and abilities, 23.3% almost always, 6.9% occasionally, 3.4% answered almost never and 2.6% totally disagree.

Tabla 8.

I have enough time to do my work within the working day.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	3	2.6	2.6	6.0
Occasionally	7	6.0	6.0	12.1
Almost always	20	17.2	17.2	29.3
Totally agree	82	70.7	70.7	100.0
Total	116	100.0	100.0	

In table "14" 70.7% strongly agree that the time is enough to do their work within the working day, 17.2% said almost always, 6% occasionally, 2.6% almost never and 3.4% strongly disagree.

Tabla 9.

I consider that the working conditions of the remote modality favor my occupational safety and health.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	6	5.2	5.2	16.4
Occasionally	32	27.6	27.6	44.0
Almost always	27	23.3	23.3	67.2
Totally agree	38	32.8	32.8	100.0
Total	116	100.0	100.0	

In table "15" 32.8% of respondents totally agree that the working conditions of the remote modality favor their occupational safety and health, 23.3% almost always, 27.6% said occasionally, 5.3% almost never and 11.2% totally disagree.

Tabla 10.

In the new distance modality, spaces are promoted to interact with staff in activities different from those of daily work.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	13	11.2	11.2	17.2
Occasionally	42	36.2	36.2	53.4
Almost always	29	25.0	25.0	78.4
Totally agree	25	21.6	21.6	100.0
Total	116	100.0	100.0	

In table "16", 21.6% answered that they totally agreed that the new distance modality promotes spaces to interact with staff in activities other than those of daily work, 25% almost always, 36.2% occasionally, 11.2% almost never and 6% answered that they totally disagree.

Tabla 11.

The quality of life promoted in the institution is adequate.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	11	9.5	9.5	16.4
Occasionally	26	22.4	22.4	38.8
Almost always	32	27.6	27.6	66.4
Totally agree	39	33.6	33.6	100.0
Total	116	100.0	100.0	

In table "17" it can be seen that 33.6% totally agree that the quality of life promoted in the institution is adequate, while 27.6% answered that it is almost always, 22.4% occasionally, 9.5% almost never and 6.9% totally disagree.

Tabla 12.

I believe that I have the resources, equipment, tools and materials necessary to carry out my activities properly.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	13	11.2	11.2	28.4
Occasionally	29	25.0	25.0	53.4
Almost always	19	16.4	16.4	69.8
Totally agree	35	30.2	30.2	100.0
Total	116	100.0	100.0	

In table "18" 30.2% said they totally agree that they have the resources, equipment, tools and materials necessary to carry out their activities properly, while 16.4% answered that they almost always, 25% occasionally, 11.2% almost never and 17.2% completely disagree.

Tabla 13.

I believe that my work contributes to the objectives of the institution.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	3	2.6	2.6	3.4
Occasionally	13	11.2	11.2	14.7
Almost always	24	20.7	20.7	35.3
Totally agree	75	64.7	64.7	100.0
Total	116	100.0	100.0	

In table "19" 64.7% of respondents answered that they totally agree that their work contributes to the objectives of the institution, 20.7% almost always, while 11.2% answered that occasionally, 2.6% almost never and 0.9% totally disagree.

Tabla 14.

I am clear about my responsibilities in the institution.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Occasionally	5	4.3	4.3	5.2
Almost always	12	10.3	10.3	15.5
Totally agree	98	84.5	84.5	100.0
Total	116	100.0	100.0	

In table "20" 84.5% said they totally agreed that they are clear about their responsibilities in the institution, 10.3% almost always, 4.3% occasionally, 0.9% almost never and there were no answers that totally disagreed.

Tabla 15.

The amount of work assigned to me is appropriate to my daily working day.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	2	1.7	1.7	6.0
Occasionally	17	14.7	14.7	20.7
Almost always	29	25.0	25.0	45.7
Totally agree	63	54.3	54.3	100.0
Total	116	100.0	100.0	

In table "21" 54.3% totally agree that the amount of work assigned to them is adequate for their daily working day, 25% almost always, 14.7% occasionally, 1.7% almost never and only 4.3% totally disagree.

Tabla 16.

I am satisfied with the tasks I perform in my working day.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Occasionally	9	7.8	7.8	11.2
Almost always	25	21.6	21.6	32.8
Totally agree	78	67.2	67.2	100.0
Total	116	100.0	100.0	

In table "22" it can be seen that 67.2% are in total agreement with the satisfaction of the tasks they perform in their working day, 21.6% almost always, 7.8% occasionally and 3.4% almost never.

Tabla 17.

I feel satisfied with the degree of commitment that is requested of me for the fulfillment of the objectives that have been assigned to me.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Occasionally	10	8.6	8.6	10.3
Almost always	28	24.1	24.1	34.5
Totally agree	76	65.5	65.5	100.0
Total	116	100.0	100.0	

In table "23", 65.5% totally agree that they feel satisfied, with respect to the degree of commitment that is requested in the fulfillment of the objectives that have been assigned, 24.1% almost always, 8.6% occasionally and 1.7% almost never.

Tabla 18.

I count on signs of solidarity from my colleagues when I have problems in work activities.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	9	7.8	7.8	9.5
Occasionally	17	14.7	14.7	24.1
Almost always	26	22.4	22.4	46.6
Totally agree	62	53.4	53.4	100.0
Total	116	100.0	100.0	

Table "24" shows that 53.4% say they totally agree with the signs of solidarity by colleagues when problems arise in their work activities, 22.4% almost always, 14.7% occasionally, 7.8% said almost never and 1.7% totally disagree.

Tabla 19.

The relationship with my co-workers is adequate for a healthy coexistence at work.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	4	3.4	3.4	8.6
Occasionally	23	19.8	19.8	28.4
Almost always	26	22.4	22.4	50.9
Totally agree	57	49.1	49.1	100.0
Total	116	100.0	100.0	

In table "25", 49.1% totally agree that the relationship with their co-workers is adequate for a healthy coexistence at work, 22.4% answered that it is almost always, 19.8% occasionally, 3.4% almost never and 5.2% totally disagree.

Tabla 20.

I believe that I have the support of my superiors to resolve doubts and/or problems that arise.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	4	3.4	3.4	8.6
Occasionally	15	12.9	12.9	21.6
Almost always	24	20.7	20.7	42.2
Totally agree	67	57.8	57.8	100.0
Total	116	100.0	100.0	

Table "26" shows that 57.8% of the respondents totally agree that they have the support of their superiors to solve doubts and/or problems that arise, 20.7% almost always 12.9% said occasionally, 3.4% almost never and 5.2% totally disagree.

Tabla 21.

I feel satisfied, with respect to the degree of commitment that is requested of me for the fulfillment of the objectives assigned to me.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	2	1.7	1.7	2.6
Occasionally	14	12.1	12.1	14.7
Almost always	32	27.6	27.6	42.2
Totally agree	67	57.8	57.8	100.0
Total	116	100.0	100.0	

In table "27", 57.8% totally agree that they feel satisfied, with respect to the degree of commitment that is requested for the fulfillment of the objectives assigned, 27.6% said that almost always, 12.1% occasionally, 1.7% almost never and 0.9% totally disagree.

Tabla 22.

The degree of satisfaction is adequate for my professional performance.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	1	.9	.9	1.7
Occasionally	17	14.7	14.7	16.4
Almost always	34	29.3	29.3	45.7
Totally agree	63	54.3	54.3	100.0
Total	116	100.0	100.0	

In table "28", 54.3% totally agree that the degree of satisfaction is adequate with their professional performance, 29.3% almost always, 14.7% occasionally, 0.9% almost never and 0.9% answered that they totally disagree.

Tabla 23.

I believe that I have the same opportunities as my classmates to grow within the institution.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	9	7.8	7.8	18.1
Occasionally	19	16.4	16.4	34.5
Almost always	24	20.7	20.7	55.2
Totally agree	52	44.8	44.8	100.0
Total	116	100.0	100.0	

In table "29" 44.8% say that they consider that they have the same opportunities as their peers to grow within the institution, 20.7% almost always, 16.4% occasionally, 7.8% almost never and 10.3% said they totally disagree.

Tabla 24.

I have opportunities to improve my skills at the institution.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	9	7.8	7.8	13.8
Occasionally	16	13.8	13.8	27.6
Almost always	31	26.7	26.7	54.3
Totally agree	53	45.7	45.7	100.0
Total	116	100.0	100.0	

In table "20" 45.7% completely agree that they have the opportunities to improve their skills at the institution, 26.7% almost always, 13.8% occasionally, 7.8% almost never and 6% strongly disagree.

Tabla 25.

I have the freedom to decide how to carry out my work activities.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	7	6.0	6.0	10.3
Occasionally	16	13.8	13.8	24.1
Almost always	29	25.0	25.0	49.1
Totally agree	59	50.9	50.9	100.0
Total	116	100.0	100.0	

In table "31", 50.9% answered that they completely agree that they have the freedom to decide how to carry out their work activities, 25% almost always, 13.8% occasionally, 6% almost never and 4.3% answered that they totally disagree.

Tabla 26.

I receive the necessary training to do my job.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	8	6.9	6.9	21.6
Occasionally	20	17.2	17.2	38.8
Almost always	32	27.6	27.6	66.4
Totally agree	39	33.6	33.6	100.0
Total	116	100.0	100.0	

In table "32" 33.6% strongly agree that they receive the necessary training to perform their work, 27.6% almost always, 17.2% occasionally, 6.9% almost never and 14.7% totally disagree.

Tabla 27.

The results of the supervision of my work serve as feedback.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Occasionally	13	11.2	11.2	17.2
Almost always	35	30.2	30.2	47.4
Totally agree	61	52.6	52.6	100.0
Total	116	100.0	100.0	

In table "33", 52.6% totally agree that the results of the supervision of their work serve as feedback, 30.2% almost always, 11.2% occasionally and only 6% answered almost never.

Tabla 28.

I feel totally identified with the objectives of the institution.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	4	3.4	3.4	4.3
Occasionally	14	12.1	12.1	16.4
Almost always	32	27.6	27.6	44.0
Totally agree	65	56.0	56.0	100.0
Total	116	100.0	100.0	

In table "34", 56% totally agree that they feel identified with the objectives of the institution, 27.6% almost always, 12.1% occasionally and only 3.4% answered almost never.

Tabla 29.

The ways of resolving conflicts in my work, I consider to be the right ones.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	6	5.2	5.2	12.9
Occasionally	27	23.3	23.3	36.2
Almost always	34	29.3	29.3	65.5
Totally agree	40	34.5	34.5	100.0
Total	116	100.0	100.0	

In table "35" 34.5% totally agree that the way of resolving work conflicts is correct, 29.3% almost always, 23.3% occasionally and only 5.2% answered almost never.

Tabla 30.

I agree that my superiors show interest in the quality of life in the institution.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	5	4.3	4.3	12.1
Occasionally	23	19.8	19.8	31.9
Almost always	27	23.3	23.3	55.2
Totally agree	52	44.8	44.8	100.0
Total	116	100.0	100.0	

In table "36", 44.8% totally agree that their superiors show interest in the quality of life in the institution, 23.3% almost always, 19.8% occasionally and only 4.3% answered almost never.

Tabla 31.

I believe that my proposals are heard and applied.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	14	12.1	12.1	20.7
Occasionally	21	18.1	18.1	38.8
Almost always	39	33.6	33.6	72.4
Totally agree	32	27.6	27.6	100.0
Total	116	100.0	100.0	

In table "37" 27.6% totally agree that their proposals are heard and applied, 33.6% almost always, 18.1% occasionally and only 12.1% answered almost never.

Tabla 32.

I feel satisfied with the treatment I receive from my superiors.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	3	2.6	2.6	7.8
Occasionally	21	18.1	18.1	25.9
Almost always	25	21.6	21.6	47.4
Totally agree	61	52.6	52.6	100.0
Total	116	100.0	100.0	

In table "38", 52.6% totally agree that they feel satisfied with the treatment they receive from their superiors, 21.6% almost always, 18.1% occasionally and only 2.6% answered almost never.

Tabla 33.

I am proud of the work I do at the institution.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	1	.9	.9	2.6
Occasionally	5	4.3	4.3	6.9
Almost always	19	16.4	16.4	23.3
Totally agree	89	76.7	76.7	100.0
Total	116	100.0	100.0	

In table "39" 76.7% totally agree that they are proud of their work, 16.4% almost always, 4.3% occasionally and only .9% answered almost never.

Tabla 34.

I feel satisfied with the quality of work life I have.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Almost never	12	10.3	10.3	12.1
Occasionally	20	17.2	17.2	29.3
Almost always	29	25.0	25.0	54.3
Totally agree	53	45.7	45.7	100.0
Total	116	100.0	100.0	

In table "40", 45.7% totally agree that they feel satisfied with the quality of work life they have, 25% almost always, 17.2% occasionally and only 10.3% answered almost never.

Tabla 35.

Case Processing Overview

		N	%
Cases	Valid	116	100.0
	Excluded from	0	.0
	Total	116	100.0

to. Elimination by list is based on all procedural variables.

4.2 Discussion

After having shown the results obtained from the application of the evaluation to the workers of the Honorable City Council of Southern Sonora, we proceeded to validate the results obtained, for this we validated the reliability of the instrument by means of Cronbach's alpha, which resulted in .947, according to the authors George and Mallery (2003). The instrument used is excellent.

The general result obtained from the study carried out was 82.3% of quality of work life in an Honorable City Council of Southern Sonora, giving an effective result, INEGI (2022), marks that the average satisfaction with life should be 8.4 and an egalitarian percentage of 84.00%, giving a positive result to the results obtained with an average of 8.2.

Therefore, it is concluded that the present research shows a good level of quality of life of 82.3%

Regarding the correlation between the quality of work life and the quality of work of workers, Chiang, Méndez, and Sánchez (2008) state that, through work knowledge, work performance can be measured, since mainly for it to operate it is necessary to use capacities, as well as skills, which are merely individual characteristics of the worker.

A moderate positive relationship of quality of work life was determined, the results obtained are similar to those found by Castaño and Páez (2020) who found a moderate correlation in their study. In addition, Poza and Prior expressed that it is based on five dimensions, problem solving, negative influences in the workplace and supervision, finally, rewards. Meyer and Allen stated that affective commitment turns out to be the reciprocity of the collaborator linked to the emotional aspect, in terms of the organization.

CHAPTER V. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

This research aimed to evaluate the quality of work life of an Honorable City Council of Southern Sonora. In the present research, the general result was an 82.33% level of quality of life in the workers of the Honorable City Council of Southern Sonora, the results of the three variables evaluated were the following: Quality of life with 4.03%, followed by Organizational Management with 4.27% and finally Organizational Performance with 4.04%. In total, 116 instruments were applied, of which 48.3% are men and 51.7% are women, type of contract which 34.5% are by contract and 65.5% are by plant, age which 22.4% are under 22 years old, 24.1% are from 22 to 30 years old, 20.7% are from 31 to 40 years old, 25% are between 41 and 50 years old and 7.8% are over 50 years old, level of studies where 8.6% have high school, 30.2% high school, 57.8% bachelor's degree and 3.4% with master's degree, marital status 36.2% are single, 51.7% are married, 3.4% are divorced, 2.6% are common-law union and 6% are other and seniority which 9.5% is less than 1 year, 61.2% are from 1 to 5 years old, 14.7% are from 6 to 10 years old, 4.3% are from 11 to 15 years old, 6% are from 16 to 20 years old, 3.4% are from 21 to 25 years old, and .9% are over 25 years old.

5.2 Recommendations

Based on the results obtained and the analysis of these, the following recommendations are made:

The quality of life variable obtained an average of 4.03%, the lowest item was related to the fact that the new distance modality promotes spaces to interact with staff in activities different from those of daily work, only 21.6% said they completely agree, so it is recommended to look for alternatives to create a pleasant work environment for workers. where they have the opportunity to interact with each other even in the distance modality, create spaces on zoom, Google meet, or small meetings where good organizational performance is recognized and at the same time promotes coexistence.

The item I consider that I have the resources, equipment, tools and materials necessary to carry out my low activities, was another of the questions in which only 30.2% were completely in agreement, so it is recommended to approach each area of the institution to supervise what is needed, it can be through surveys so that the collaborator can perform adequately, since if it does not have the necessary resources, it will not perform adequately.

One of the most important items, the quality of life that is promoted in the institution, is adequate, it can be observed that only 33.6% said they completely agree, it is recommended to give recognition for performance, to give relevance in the participation of decision-making, to create a balance between work and personal life, have a positive work environment and support professional development, this in order to achieve a better CVL.

Social well-being is involved with quality of life, when a person develops their skills freely without restrictions and acts appropriately according to the situation, feeling good reflects it in each of their behaviors that they may have, which reflects a good CV, otherwise a stressed person, will not develop properly, which could affect their standard of living. By guaranteeing the rights that each one has and above all respecting them, it is possible to achieve self-confident subjects. What helps to obtain happiness, this is one of the greatest desires of the human being that is directly related to the quality of life and at the same time social well-being, if this satisfaction is not obtained it will not make sense because you will not feel in harmony and peace with your surroundings, you need to have tranquility, a place without conflicts, good communication, freedom of expression, opportunity for job growth to also obtain organizational management and performance, creating opportunities for the company and the collaborator, (Bericat, 2018).

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