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Article

# Influence of Leadership Management on Psycho-Affective Processes and Work Autonomy: A Comparative Study in Government Agencies in Mexico

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## Highlights

### Public health relevance—How does this work relate to a public health issue?

- This study addresses occupational mental health in the Mexican public sector, identifying how command structure and the nature of service (operational vs. administrative) condition the psycho-affective well-being of workers. Specifically, departments such as municipal Public Safety present critical mental health risks due to high demand and low control.
- It utilizes the official standard NOM-035-STPS-2018 to evaluate psychosocial risks, providing empirical evidence on how lack of control and high work demands impact the health of public servants in vulnerable contexts.

### Public health significance—Why is this work of significance to public health?

- The research reveals that critical departments such as Public Safety and Civil Protection present extreme risks due to workload and working hours, which correlates with the development of cardiovascular diseases and emotional exhaustion among workers.
- The study demonstrates that positive leadership acts as a protective factor that reduces the perception of mental workload, while the lack of recognition is a systemic problem that affects mental health and the sense of belonging throughout the municipal administration.

### Public health implications—What are the key implications or messages for practitioners, policy makers and/or researchers in public health?

- The findings suggest that policy makers must implement process reengineering and shift redesign, especially in operational sectors such as Public Safety, to mitigate the deterioration of mental health and prevent emotional exhaustion among staff.
- For practitioners and researchers, it is recommended to prioritize leadership training and the creation of non-monetary incentive programs as key strategies to strengthen the sense of belonging and ensure the operational sustainability of municipal institutions.

## Abstract

The public sector constitutes a complex psycho-affective management system where leadership and autonomy are crucial for institutional effectiveness. The objective was to evaluate the differential influence of leadership management on autonomy and well-being in six departments of a municipal government in the state of Zacatecas, Mexico. A quantitative, correlational, and cross-sectional design was used with 235 public servants, employing Reference Guide III of NOM-035-STPS-2018 to identify psychosocial risk categories. The results, analyzed using Welch and Games-Howell tests, reveal significant differences ( $p < .001$ ) according to the operational nature of each unit. Public Safety and Civil Protection present critical risks due to high demand and low control, while the Municipal DIF (System for Integral Family Development) stands out as a protective environment due to its positive leadership. A robust correlation was identified between poor leadership and lack of autonomy ( $\rho = .701$ ), in addition to a widespread absence of recognition within the institution ( $p = .056$ ). It is concluded that workplace well-being is conditioned by the command structure and the function performed, making it imperative to move towards an organizational culture that prioritizes occupational health to guarantee municipal operational sustainability.

**Keywords:** psychosocial risks; leadership; work autonomy; public administration; occupational health

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## 1. Introduction

Modern public administration is conceived within a framework of intricate systems of uncertainty and continuous change, rather than as a purely rational-bureaucratic structure. It suggests that, in emergency scenarios, leadership style is perceived as a major source of stress (Paananen et al., 2024). In this scenario, institutional effectiveness no longer depends exclusively on technical processes, but rather on the management of subjectivity, understood as the integration of psycho-affective processes into the work dynamic (Pulido, 2024). This approach recognizes that the emotional intelligence and well-being of public servants are critical components that directly influence decision-making and the resilience of the administrative system (Romero & Castillo, 2025).

Within this ecosystem, leadership and job autonomy emerge as critical variables. Internationally, the literature supports this relationship through the Demands-Control-Support model, where a worker's ability to make decisions about their tasks acts as a buffer against chronic stress (Theorell & Karasek, 1996, as cited in Bakker & Demerouti, 2017). Similarly, Sánchez and Bresó (2020) point out that effectiveness in modern institutions cannot be separated from the management of the psycho-affective processes of decision-makers, since emotional intelligence acts as a critical protective factor that reduces burnout and allows for sustained performance in high-pressure environments. This requires leadership capable of strengthening the emotional competencies of teams to ensure the resilience of the administrative system in the face of uncertainty (Coronado & Benítez, 2023).

However, the current state of research presents divergent hypotheses. While some authors suggest that positive leadership always fosters autonomy, other studies in contexts of high bureaucratic rigidity argue that inflexible normative structures often inhibit the leader's capacity for innovation, neutralizing its impact on well-being (Ramírez & Villalobos, 2021 and Mónico et al., 2019). This tension is critical in operational roles, where the precariousness of autonomy limits professional development (Martínez, 2018).

In the Mexican context, this issue is analyzed within the framework of NOM-035-STPS-2018 (Secretariat of Labor and Social Welfare [STPS], 2018). In this regard, Villagrán (2022) mentions how organizational structure can act as a risk or protective factor. Likewise, Millán (2021) highlights that empowerment through autonomy is an underutilized strategy for combating work-related stress. For their part, Linares et al. (2020) mention that public administration workers in the municipal police and military sectors exhibit high risk factors for work-related stress stemming from the very nature

of their duties. These findings are consistent with national evidence linking lack of control to the deterioration of mental health (Juárez, 2007; Uribe, 2016).

At the regional level in Zacatecas, a gap persists in comparative research. While isolated sectors have been explored (Guerrero et al., 2019), the way in which the nature of public service conditions leadership effectiveness has not been evaluated. Recent work suggests that autocratic styles predominate in security areas, limiting the perception of control (Hernández et al., 2021; Villagrán, 2022). This study examined the impact of leadership on psycho-affective processes and autonomy in six government agencies in Zacatecas: the Municipal Presidency, Municipal Public Security, Civil Protection, Municipal House of Culture, Municipal DIF (Family Services), and INMUZAI (Municipal Institute of Zacatecas). The main findings indicate that the influence of leadership is not uniform; its capacity to improve autonomy is greatest in administrative and cultural agencies, but is severely restricted in the security and civil protection sectors due to the rigidity of institutional protocols.

## 2. Materials and Methods

A quantitative, correlational, and comparative study was implemented, employing a non-experimental, cross-sectional design (Hernández & Mendoza, 2018). The research focused on analyzing the influence of leadership and autonomy on psycho-affective processes, using the results obtained through Reference Guide III of NOM-035-STPS-2018 as a diagnostic framework.

**Setting and Selection of Departments.** The study was conducted in a municipality in the State of Zacatecas, in six departments representing the operational diversity of the municipal public service. The selection criterion was non-probabilistic convenience sampling, aiming to select six representative departments and contrast units with different task natures (operational vs. Administrative). The departments included: the Municipal Presidency (central administrative and political management unit), Municipal Public Security (high-level, critical-risk environment), Civil Protection (operational area of emergency response and rescue), and the Municipal House of Culture (management of cultural and creative services). Municipal National System for Integral Family Development (DIF), providing care to vulnerable populations with high emotional burdens. Zacatecas Municipal Institute for Women's Equality (INMUZAI), specializing in human rights and gender.

**Participants.** The final sample consisted of 235 public servants (N=235). Quota sampling was used to ensure representation of operational, technical, and managerial levels. Inclusion criteria were: (a) a minimum of six months' seniority in the position and (b) active employment with a Municipal Government in the State of Zacatecas.

**Instruments and materials.** Reference Guide III of the Mexican Official Standard NOM-035-STPS-2018 was applied, an instrument validated by the Ministry of Labor and Social Welfare (STPS, 2018) for workplaces with more than 50 employees. The questionnaire consists of 72 items on a five-point Likert scale (0-4), organized into: 5 Categories: Work environment, activity-related factors, time management, leadership/relationships, and organizational environment. 10 domains, including workload, lack of control, working hours, and performance recognition.

**Statistical Analysis Procedure.** The data were processed using IBM SPSS Statistics v.26 software. The procedure was structured in five technical phases: Transformation and Norming: The Likert scale items were transformed according to the NOM-035 formulas to obtain scores by category and domain, classifying them into risk levels (None to Very High). Homogeneity Analysis (Levene's Test): Because the departments have different natures and sample sizes, Levene's test was applied. The results showed a significance of  $p < .05$  in critical dimensions such as Workload and Working Hours, indicating that the variances were not equal (heteroscedasticity).

**Comparative Analysis (One-Way ANOVA and Welch's Test):** To determine if the risk varied according to the department, the F-statistic of ANOVA was used. In cases where the assumption of homoscedasticity was violated, Welch's statistic was reported, which is more robust for comparisons between groups with unequal variances. Post-Hoc Tests (Games-Howell): Given the lack of homogeneity of variances confirmed by Levene, the Games-Howell test was selected to perform

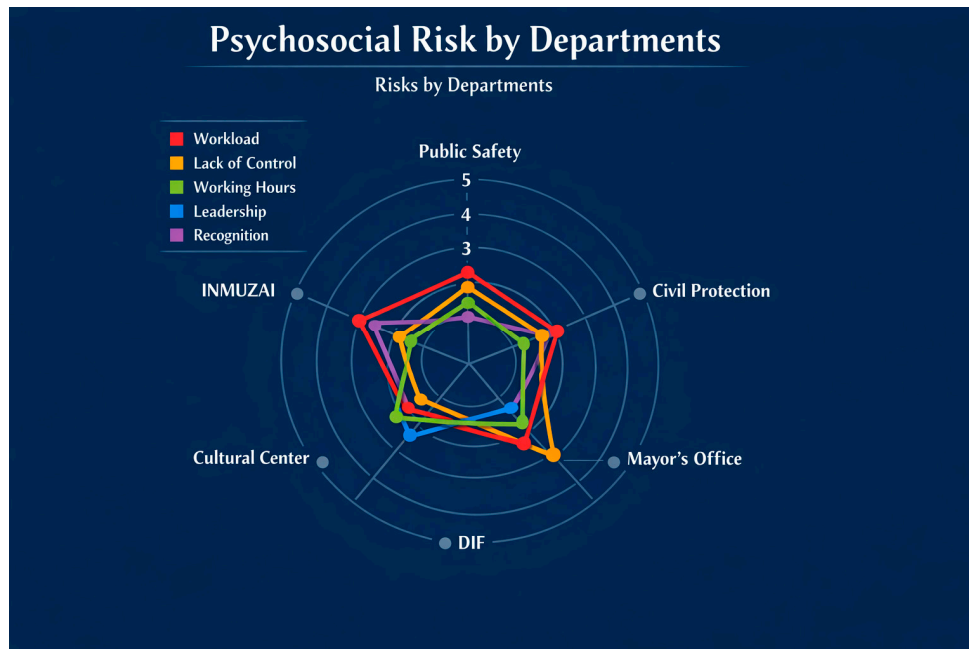
multiple pairwise comparisons. This allowed for the precise identification of which dependencies showed significant differences ( $p < .05$ ) among themselves, eliminating interpretation errors due to data volatility in operational areas such as Public Safety. Finally, the strength of association between the institutional management domain (Leadership) and the operational and psycho-affective experience of the workers (Autonomy and Recognition) was analyzed using Spearman's rank correlation coefficient ( $\rho$ ).

### 3. Results

This section presents the findings derived from the statistical analysis of psychosocial risk factors in the Municipal Government of the State of Zacatecas, Mexico. The report is logically structured to facilitate understanding of organizational vulnerability, moving from the general to the specific. First, a visual characterization is presented using a radar chart, which allows for the concise identification of the "risk area" and the critical domains that stand out in each of the six departments evaluated. Subsequently, the results of the analysis of variance (one-way ANOVA) are detailed, confirming the existence of significant differences in risk perception according to the operational nature of the administrative unit.

To delve deeper into these differences, multiple comparisons are included using the Games-Howell post-hoc test, identifying specific contrasts between highly critical departments (such as Public Safety and Civil Protection) versus administrative management areas. Finally, the interdependence of the variables is analyzed through a Spearman correlation matrix, in order to determine how leadership management and time organization systematically impact the autonomy and psycho-affective processes of public officials.

#### 3.1. Comparative Analysis of Psychosocial Risk Profiles by Dependency



**Figure 1.** Comparative profile of psychosocial risks by government agency. Scores represent the standardized means of the NOM-035 domains. A critical expansion is observed in the Workload and Working Hours domains for operational personnel.

#### Analysis of the Range (The Vulnerability Factor)

- Public Safety and Civil Protection (External Lines): The high vulnerability of these populations is evident, where the "Workload" and "Working Hours" vertices reach their maximum limits, confirming a failure in the regulation of operational times.

- DIF (National System for Integral Family Development) and House of Culture (Internal Lines): More contracted areas closer to the center are observed. This indicates that, despite belonging to the same municipal administration, these agencies manage to maintain healthier psycho-affective processes, probably due to the nature of their tasks with lower emergency demands.
- Vertex Analysis (Specific Domains)
- The “Leadership” Vertex: The Civil Protection point stands out even more than the Public Safety point on this axis. The interpretation is that the risk in that unit is not only operational (fire/rescue) but also related to command and management.
- The “Lack of Control” Vertex: This axis is often “pulled” or stretched outwards in the same departments that have a high risk in Leadership. This visually confirms Spearman’s correlation ( $\rho = .701$ ); the graph shows that where the leader is perceived negatively, the worker feels they lose control of their tasks.
- The Convergence Phenomenon (Common Points)
- Performance Recognition: On this axis, all lines are at a similar distance from the center.
- Interpretation: This indicates that the feeling of “lack of appreciation” is a systemic cultural problem within the City Council that does not discriminate between police officers, administrative staff, or social workers.

### 3.2. Comparative Analysis of Interdependencies

Following the visual characterization of the risk profiles, a one-way ANOVA was performed to determine whether the operational nature of each department significantly influences the perception of psychosocial domains (see Table 1). This statistical analysis validates whether the institutional environment of each administrative unit generates differentiated risk experiences for public servants, laying the groundwork for subsequent multiple comparisons.

**Table 1.** Comparative ANOVA Analysis.

Variable (Domain)	Df	F	Sig. (p)
Workload	5.228	31.611	.000
Lack of Control	5.228	13.271	.000
Working Hours	5.228	20.148	.000
Leadership	5.227	5.364	.000
Recognition	5.227	2.188	.056

The ANOVA results reveal highly significant differences ( $p < .000$ ) in four of the five domains evaluated: Workload ( $F=31.611$ ), Working Hours ( $F=20.148$ ), Lack of Control ( $F=13.271$ ), and Leadership ( $F=5.364$ ). These values robustly indicate that psychosocial risk in the Municipal Council is not homogeneous; the administrative location of the worker critically conditions their exposure to these factors.

The Workload domain stands out in particular, presenting the highest F-value, which suggests that it is the dimension where departments (such as Public Safety compared to administrative areas) show the most profound discrepancies in their daily operations. Conversely, the Performance Recognition domain ( $p = .056$ ) did not reach the threshold of statistical significance ( $p < .05$ ). This finding is of particular academic interest, as it suggests that the lack of appreciation and feedback is a pervasive phenomenon throughout the City Hall. Regardless of whether employees belong to an operational or administrative unit, the perception of a lack of recognition remains constant, indicating a deficiency in the institution’s overall organizational culture. Table 2 below presents a breakdown of the domains identified through the one-way ANOVA test, outlining the causes and comparisons across municipal departments.

The findings presented in the analysis of variance and the breakdown by domains confirm that the Zacatecas City Council’s work ecosystem exhibits fragmented psychosocial risks. While a lack of recognition is a constant within the institution, critical factors such as workload and working hours

depend directly on staff assignment. However, to accurately determine which specific departments exhibit significant differences and to ensure the validity of these comparisons against a heterogeneous sample, it is imperative to move toward a multiple contrast analysis.

**Table 2.** Breakdown by Domains (Causes and Comparison).

Domain	Result Interpretation	Organizational Impact
Workload	It is the domain with the highest F-value (31.611).	Indicates that task volume and accelerated work rhythms vary drastically between offices.
Lack of Control	Significant difference (F = 13.271).	Autonomy to take breaks or decide the speed of work depends entirely on the assigned agency.
Working Hours	Significant difference (F = 20.148).	Excessive hours and working on rest days are critical problems only in specific areas.
Leadership	Significant difference (F = 5.364).	The quality of the supervisor-subordinate relationship and clarity of roles vary according to the director of each area.

### 3.3. Multiple Contrast Analysis: Post Hoc Test

Once the existence of significant overall differences was confirmed using ANOVA, the next technical step was to identify the pairs of dependencies where these discrepancies resided. For this purpose, the Games-Howell post-hoc test was selected. The choice of this specific test was based on criteria of statistical rigor given the nature of the sample. Prior to the analysis, Levene's test was performed, which yielded a significance level of less than .05, indicating that the principle of homogeneity of variances (heteroscedasticity) was not met.

Since the size of the groups per dependency is unequal and the variances are not constant, the Games-Howell test is the most robust and precise procedure, as it does not assume equal variances and maintains strict control over Type I errors in multiple comparisons. The results of the significant contrasts, which allow for the geographical identification of critical intervention points within the municipal structure, are presented in Table 3.

**Table 3.** Significant findings (Critical Differences).

Domain (Risk Factor)	Agency with HIGHER Risk (I)	Compared to (J)	Mean Difference (I-J)	Significance (p)
Workload	Public Safety	President's Office	+17.32	.000 (Very high)
	Public Safety	DIF (Family Services)	+14.54	.000
	Civil Protection	President's Office	+13.70	.000
	INMUZAI	President's Office	+11.29	.024
Lack of Control	Public Safety	DIF (Family Services)	+11.41	.000
	Public Safety	President's Office	+9.17	.000
	Public Safety	INMUZAI	+8.54	.009
Working Hours	Public Safety	DIF (Family Services)	+3.18	.000
	Public Safety	President's Office	+3.15	.000
Leadership	Public Safety	DIF (Family Services)	+6.87	.001
	Civil Protection	DIF (Family Services)	+7.54	.039
Recognition	Public Safety	DIF (Family Services)	+3.27	.024

The multiple comparisons table reveals a critical gap between operational and administrative/social departments. The analysis yields three key findings:

#### 1. The Critical Prevalence of Public Safety Issues

The Public Safety department stands out as the area of greatest risk in all evaluated domains. The mean differences are especially alarming in Workload (+17.32) and Lack of Control (+11.41) when

compared to the Mayor's Office and the DIF (National System for Integral Family Development). These values, with a significance level of .000, confirm that security personnel not only have more tasks but also possess the least autonomy to manage them within the municipal structure.

## 2. The DIF as a Benchmark in the Operational-Social Gap

The DIF is positioned as the department with the lowest risk levels, serving as the lowest point of contrast (J). The difference in averages for Leadership (+6.87) and Working Hours (+3.18) compared to Public Safety suggests that, while the DIF (National System for Integral Family Development) maintains more stable psycho-affective processes, the operational areas suffer significant deregulation in command and rest periods.

## 3. Shared Risks in Civil Protection and INMUZAI (Municipal Institute of Municipalities and Indigenous Organizations)

Civil Protection shows a significant difference in Workload (+13.70) and, notably, the highest disparity in Leadership (+7.54) when compared to the DIF. This suggests that, in emergency scenarios, leadership style is perceived as a major stress factor. INMUZAI, for its part, although a smaller agency, presents a significantly higher workload than the Presidency (+11.29), indicating operational saturation in its specific functions.

The differences in the Games-Howell contrasts allow for the geolocation of psychosocial risk within the municipal environment: a polarization is evident, with the greatest deficiencies in Management and Autonomy concentrated between Public Safety and Civil Protection. These significantly larger mean differences ( $p < .05$ ) corroborate the hypothesis that the nature of the public service provided influences the psycho-affective processes of the staff. However, to understand whether these leadership and control deficiencies are causally linked, the following section will analyze the strength of association between these variables using Spearman's rank correlation coefficient, as shown in Table 4.

**Table 4.** Spearman's correlation matrix between psychosocial domains.

	<b>Workload Domain</b>	<b>Lack of Control Domain</b>	<b>Working Hours Domain</b>	<b>Leadership Domain</b>	<b>Performance Recognition Domain</b>
Workload Domain	-----				
Lack of Control Domain	.429**	-----			
Working Hours Domain	.715**	.397**	-----		
Leadership Domain	.294**	.701**	.266**	-----	
Performance Recognition Domain	.263**	.584**	.262**	.478**	-----

### 3.4. Spearman's Correlation

To finalize the results report, the strength of association between domains was analyzed using Spearman's rank correlation coefficient ( $\rho$ ). This analysis identifies how institutional management (Leadership) is linked to the worker's operational and psycho-affective experience (Autonomy and Recognition). The correlation matrix reveals significant associations in all evaluated dimensions ( $p < .001$ ), highlighting three critical links for understanding job well-being at the City Hall: Leadership and Lack of Control ( $\rho = .701$ ). This is the most robust correlation in the study. It indicates a strong positive association, suggesting that as leadership management is perceived as deficient or authoritarian, the perception of a lack of autonomy increases proportionally.

In terms of management, leadership is the main determinant of control over work. Working hours and workload ( $\rho = .715$ ): task saturation is positively correlated with the length of working hours. This finding is consistent with the profile observed in the areas of Public Safety and Civil Protection, where high operational demands necessitate a deregulation of rest periods. Lack of Control and Recognition ( $\rho = .584$ ): There is a moderate-to-strong correlation linking autonomy with performance evaluation.

The data suggest that workers who lack decision-making power over their processes tend to feel, simultaneously, less recognized by the institution. Therefore, the statistical evidence presented confirms that job satisfaction in the public sector of the municipality in question is conditioned by a command structure that limits operational autonomy. While the ANOVA analysis and post-hoc tests identified Public Safety as the epicenter of psychosocial risk, the correlation matrix demonstrates that Leadership is the driving force behind both the lack of control and the lack of recognition in all the departments evaluated.

#### 4. Discussion

The results of this study confirm that workplace well-being in the Zacatecas government sector is not merely a product of individual resilience, but is intrinsically linked to functional clarity and the organizational structure's regulatory capacity. From the lens of the Demand-Control-Support Model, the significant disparity detected between Public Security and the Municipal DIF supports the classic theory of Karasek and Theorell. The findings demonstrate that high psychological demands, when coupled with low decision latitude (control), become the primary determinants of occupational stress. In the case of public safety officers, the rigid nature of their duties—often dictated by emergency protocols—leaves little room for the “work autonomy” that this model identifies as a crucial stress-buffer.

In the specific context of public health in Mexico, these findings transcend administrative management to become a critical indicator of epidemiological vulnerability. The prevalence of a ‘high-strain’ scheme in operational sectors, such as Public Safety and Civil Protection, does not only erode the individual well-being of the servant; it constitutes a latent burden on the national healthcare system (IMSS, ISSSTE). The chronic exposure to these psychosocial risks is directly linked to the increasing rates of non-communicable diseases—specifically cardiovascular pathologies and metabolic syndrome—as well as mental health disorders like burnout and secondary traumatic stress. Within this framework, NOM-035-STPS-2018 must be reinterpreted: it is not a mere bureaucratic hurdle or a checklist for labor inspections, but a strategic primary prevention tool. If implemented through a genuine reengineering of processes and humanized shift scheduling, it has the potential to significantly reduce public expenditure associated with medical leave, disability pensions, and the premature turnover of highly specialized emergency personnel.

Moving into the organizational climate, the Municipal DIF provides a contrasting and enlightening case. The presence of stronger leadership and perceived social support in this department reinforces the “support” dimension of the Karasek model. This aligns with Sánchez & Bresó (2020), who argue that effective communication and emotional intelligence from middle management can neutralize the negative effects of a high mental workload, even in resource-limited settings. However, a cross-cutting finding that demands urgent attention is the uniform lack of performance recognition across all municipal areas ( $p = .056$ ). This statistical trend suggests a systemic “culture of silence” regarding merit. According to the Ministry of Labor and Social Welfare, the absence of feedback and recognition is one of the most corrosive risk factors in the Mexican public sector, as it dissolves the sense of belonging and professional identity, leading to “quiet quitting” or institutional detachment.

Furthermore, the study highlights a modern paradox: public institutions are facing an exponential increase in citizen demands while operating with stagnant or shrinking budgets. This financial pressure often leads to “role overload,” where fewer employees perform more complex tasks. This reality necessitates a shift from “compliance-based” management to “value-based”

reengineering. Beyond the Mexican borders, these results offer a generalizable roadmap for public administrations worldwide. The robust correlation identified between deficient leadership and lack of control ( $r = .701$ ) is not a local anomaly; it is a universal characteristic of rigid, traditional bureaucracies. Whether in Latin America, Europe, or Asia, middle management serves as the “filter” of psycho-affective health. When leadership is purely transactional or authoritarian, it stifles autonomy, creating a high-strain environment regardless of the country’s GDP or specific labor laws. Therefore, the strategies proposed here—such as non-monetary recognition programs and training in transformative leadership—should be viewed as universal interventions for institutional sustainability.

Finally, while the study provides a robust “snapshot” of the current state of Zacatecas’ municipal government, its cross-sectional nature is a limitation for establishing definitive causality. The potential for social desirability bias, particularly in high-stakes environments like Public Safety where employees might fear reprisals for reporting high stress, must also be acknowledged. Future research should prioritize longitudinal designs and mixed-methods approaches to capture the evolution of these risks over time. Ultimately, the data suggests that for the Mexican public sector to be truly efficient, it must first ensure that its “human infrastructure” is protected from the very risks it is hired to mitigate in society.

## 5. Conclusions

The results of the current research indicate that exposure to psychosocial risk factors in a municipality like Zacatecas is not homogeneous, but rather intrinsically linked to the operational role and administrative support of each department. Therefore, sectoral vulnerability is confirmed, meaning a critical need for intervention in the areas of Public Safety and INMUZAI (Municipal Institute for Women and Children), since in these departments, the combination of high psychological demands and low control over tasks creates a high-risk environment for the mental and physical health of workers.

Likewise, positive leadership and social support within the Municipal DIF (System for Integral Family Development) were identified as effective protective factors. This management model should be the basis for the design of cross-cutting policies throughout the municipal public administration. A lack of systemic recognition was observed, revealing that one of the most profound institutional weaknesses is the absence of incentive and performance recognition systems. This deficiency affects the sense of belonging and is a direct precursor to burnout. It is important to note that, although the municipality complies with the basic guidelines of NOM-035-STPS-2018, in practice, administrative non-compliance is observed, reflecting the need to implement an organizational culture whose primary objective is occupational health as the foundation for the effectiveness of public servants.

In this vein, the well-being of municipal employees in Zacatecas must be considered the cornerstone of quality citizen service. Ignoring the disparities found in this evaluation not only undermines the integrity of human capital but also the operational sustainability of the organizations most vital to Zacatecas society. Hence the conclusions of this study. Therefore, based on the conclusions of this study and in alignment with NOM-035-STPS-2018, the following recommendations, shown in Table 5 are suggested.

**Table 5.** Improvement Recommendations.

Dimension	Immediate Action	Expected Impact
Work Demands	Shift redesign in Public Safety	Reduction of burnout
Leadership	Coaching for middle management	Improvement in work climate and retention
Recognition	Non-monetary incentive program	Increase in institutional commitment

**Supplementary Materials:** The following supporting information can be downloaded at the website of this paper posted on Preprints.org.

**Author Contributions:** Conceptualization, S.V.; methodology, S.V.; software, S.V.; validation, S.V.; formal analysis, S.V.; research, S.V.; resources, L.A.; data curation, S.V.; writing—preparation of the original draft, S.V.; writing—revision and editing, S.V. and L.A.; visualization, S.V. and L.A.; supervision, S.V. and L.A.; project management, S.V. All authors have read and accepted the published version of the manuscript.

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**Institutional Review Board Statement:** Ethical review and approval were waived for this study because it consists of an organizational diagnostic and professional academic practice based on the Mexican Official Standard NOM-035-STPS-2018. According to the General Health Law of Mexico (Reglamento de la Ley General de Salud en Materia de Investigación para la Salud), this study is classified as “Research with no risk” (Article 17, Fraction I), as it employs retrospective techniques and non-invasive surveys that do not involve physical or biological interventions on participants.

**Informed Consent Statement:** Informed consent was obtained from all subjects involved in the study. Participants were briefed on the study’s objectives, the voluntary nature of their participation, and the guaranteed anonymity and confidentiality of their data, in accordance with the Mexican Official Standard NOM-035-STPS-2018. Given the non-invasive nature of the organizational diagnostic, consent was granted by the participants before accessing the digital questionnaires.

**Data Availability Statement:** The data supporting the findings of this study are available from the corresponding author upon reasonable request. The raw data are not publicly available due to ethical and confidentiality restrictions established in the institutional agreements with the City Council of Zacatecas and the provisions of the Mexican Official Standard NOM-035-STPS-2018, intended to protect the anonymity of the participating civil servants and the sensitive nature of information regarding public safety agencies.

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**Conflicts of Interest:** The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be considered a potential conflict of interest.

## Abbreviations

The following abbreviations are used in this manuscript:

DIF	National System for the Integral Development of the Family
INMUZAI	Municipal Institute for Women of Zacatecas for Equality
NOM-035-STPS-2018	Official Mexican Standard 035 of the Ministry of Labor and Social Welfare
STPS	Ministry of Labor and Social Welfare
IBM SPSS	Statistical Package for the Social Sciences
ANOVA	Analysis of Variance
Rho	Spearman’s rank correlation coefficient

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