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## Quality of life at work and sociodemographic aspects in workers reinstated in a Rapid Transit Bus company

Calidad de vida en el trabajo y aspectos sociodemográficos en trabajadores  
reintegrados en una empresa de bus de rápido tránsito

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### Abstract

When a worker returns to work after a medical disability, they may present work restrictions that warrant adjustments within the organization, which can impact the quality of work life and productivity of the worker. In order to determine the quality of working life and its relationship with sociodemographic and occupational aspects in workers reincorporated in a rapid transit bus company, a study was carried out with a quantitative, observational, cross-sectional design; using the CVT-GOHISALO instrument. This instrument measures the quality of life at work in terms of satisfaction from the analysis of 7 dimensions: institutional support for work, safety at work, integration to the job, job satisfaction, well-being achieved through work, personal development and free time management. The total number of workers reincorporated in the company participated (N = 75). From the data obtained, statistical analyzes, Chi2 and Fisher tests were carried out. As results of this research, it is evident that of the 7 dimensions of quality of life at work, 5 obtained a low level of satisfaction: integration to the job (60%), satisfaction with work (62.7%), well-being achieved through work (53.3%), personal development of the worker (56%) and management of free time (93.3%). The 2 dimensions with a high level of satisfaction were institutional support (58.7) and job security (66.7%). Likewise, a relationship was found between age with well-being achieved through work ( $p = 0.028$ )

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and with the worker's personal development ( $p = 0.025$ ), relationship between schooling and integration into the job ( $p = 0.043$ ) and with the administration of free time ( $p = 0.004$ ), respectively). In general, this research evidence that workers manifest low quality of work life related to personal factors, work history and organizational conditions; although they manifest high satisfaction in the dimensions that value the role of the supervisor or immediate boss, making visible the role of facilitator they have in the return to work process.

**Keywords:** Health, Job satisfaction, Return to work, Organization and administration.

## Resumen

Cuando un trabajador se reincorpora a su trabajo después de una incapacidad médica puede presentar restricciones laborales que ameritan ajustes al interior de la organizacional, los cuales pueden impactar la calidad de vida laboral y productividad de dicho trabajador. Con el objetivo de determinar la calidad de vida laboral y su relación con los aspectos sociodemográficos y ocupacionales en trabajadores reincorporados en una empresa de bus de rápido tránsito, se llevó a cabo un estudio con diseño cuantitativo de tipo observacional, transversal; usando el instrumento CVT-GOHISALO. Este instrumento mide la calidad de vida en el trabajo en términos de satisfacción a partir del análisis de 7 dimensiones: soporte institucional para el trabajo, seguridad en el trabajo, integración al puesto de trabajo, satisfacción por el trabajo, bienestar logrado a través del trabajo, desarrollo personal y administración del tiempo libre. Participaron el total de trabajadores reincorporados en la empresa ( $N=75$ ). A partir de los datos obtenidos se realizaron análisis estadísticos, pruebas Chi2 y Fisher. Como resultados de esta investigación, se evidencia que de las 7 dimensiones de calidad de vida en el trabajo, 5 obtuvieron nivel bajo de satisfacción: integración al puesto de trabajo (60%), satisfacción por el trabajo (62,7%), bienestar logrado a través del trabajo (53,3%), desarrollo personal del trabajador (56%) y administración del tiempo libre (93,3%). Las 2 dimensiones con nivel de satisfacción alta fueron soporte institucional (58,7) y seguridad en el trabajo (66,7%). Así mismo se encontró relación entre la edad con el bienestar logrado a través del trabajo ( $p=0.028$ ) y con el desarrollo personal del trabajador ( $p=0,025$ ), relación entre la escolaridad con la integración al puesto de trabajo( $p=0.043$ ) y con la administración del tiempo libre ( $p= 0.004$ ). respectivamente). En general, esta investigación evidencia que los trabajadores manifiestan baja calidad de vida laboral relacionada con factores personales, historia laboral y condiciones organizacionales; aunque manifiestan alta satisfacción en las dimensiones que valoran el papel del supervisor o jefe inmediato visibilizando el rol de facilitador que tienen en el proceso de reincorporación.

**Palabras Clave:** Salud, Satisfacción en el trabajo, Regreso al trabajo, Organización y administración.

## 1. Introduction

The Labor Reincorporation (LR) is the process by which a worker, after having had a work disability due to illness and once the comprehensive rehabilitation has finished, manages to integrate into society and work while maintaining a productive life (Organización Internacional del Trabajo [OIT], 2015). In some cases, depending on the consequences in the health condition due to the disease, the worker's work performance is affected and therefore the work capacity; which is defined as the "set of abilities, skills, aptitudes and / or potentialities of a physical, mental and social order, which allow them to perform a regular job" (Mintrabajo-Colombia, 2014), in such a way that any situation that affects their performance is considered as a loss of work capacity [LWC]. The qualification of loss of work and occupational capacity assesses two aspects: the first one is the deficiency generated and the second one is the labor, occupational role and other occupational areas that the worker performed (Decree 1507 /2014).

In Colombia the LR begins from the moment a worker ends a period of temporary disability, has medical restrictions and in some cases a LWC qualification and must return to work. In accordance with Colombian regulations, employers are obliged to do business management to place the worker in the same position or in another according to work capacity (Law 776 /2002; Galarza-Iglesias, 2021).

According to the data of the Federation of Colombian Insurers, Fasecolda (Fasecolda-2020), in 2019, of 10,431,583 workers registered in the General System of Occupational Risks [GSOR], 6,469 received compensation for work-related illness [WI] and 11,410 for work-related Accidents (WA), which means that close to 17,900 workers for that year had a partial permanent disability [PPD] and were reincorporated to work with medical and labor restrictions and therefore an administrative process was required to manage said reincorporation (Table 1).

In reincorporation, it is assumed that the human being is an integral being, therefore, health conditions can alter their relationship with work; the way in which he assumes and

**Table 1. Cases of Occupational Illness and Accident at Work in 2017 - 2018 - 2019**

Variable	2017	2018	2019
Total workers in the GSLR	10.237.816	10.487.602	10.431.583
Total OI	9.692	10.450	8.202
Total Disability Pension	72	84	89
Total Compensations OI for PPD	4.834	5.527	6.469
Total AW	660.110	645.119	611.275
Total Disability Pension	456	419	482
Total Compensations AW for PPD	9.379	10.271	11.410

GSLR: General System of Labor Risk, OI: Occupational illness, PPD: Permanent and Partial Disability, AW: Accident al Work.

Source: Data taken and modified from fasecolda (<https://fasecolda.com/>).

executes it can in turn modify the perception that he has about his quality of work life (Cuervo-Díaz, 2016).

Quality of Work Life (QWL) is a predictor of the intention to continue at work (Flores and Madero, 2012) and is approached from the worker's approach, seeking their well-being and integral health, and from the organization as a means to meet the needs and demands of the working population. (Granados, 2011).

In general, the human relations approach considers that the productivity of a company depends on the work of man as a social being and on that social figure, as part of the process; not the work of the machine, the salary or job proposals, which, although important, are not the basis for the motivation and perception of worker satisfaction. This is how business production is the result of a human being who is part of a social group with which he interacts and on which he relies (Blanch, Espuny, Gala, and Martin, 2003).

The socio-technical approach takes the organization as a dual entity with a technological approach and a social approach. The organization comes to life and therefore, any conflict that arises within it is due to a "dysfunction" in the interaction between work practice and relationships between workers. The foregoing may or may not affect administrative indicators such as: absenteeism, productivity, leadership, among others. This approach aims to find a balance between the interests of the worker and his satisfaction and the interests of the company (Walker and Guest, 1952).

The psychological perspective for its part focuses on the worker and the interaction with the work context. The health, well-being and satisfaction of the worker must be addressed first, before the objectives of the organization. This perspective emphasizes the look of the human being within the work; considers the perception and value that the worker gives to working conditions related to the social environment (Segurado and Agulló, 2002).

Another definition of QWL is focused on the worker and on the analysis of all the circumstances in which he participates in daily work situations. It is measured from the satisfaction and physical, psychological and social well-being of people in their work and work environment. Two aspects are taken: the subjective and the objective. The importance of the subjective aspects of working life, gives the worker a central role in achieving their QWL through the achievement of satisfaction, health and well-being of the worker, putting these interests before those of the organization. The objective aspects focus on the organization as a subsystem part of a whole. Salary, stability, organizational structure contribute to the quality of life of the worker through the achievement of organizational goals in productivity and efficiency (Blanch *et al.*, 2003).

From the aforementioned theories about QWL, the objective approach refers to the environmental conditions, characteristics of the job, functions to be performed, times and schedules, among others, and the subjective approach refers to the perception of the individual towards their work, of

the interaction and participation that it establishes with this, values and beliefs.

From the humanism that was taken as a guide in the study, the author McGregor proposes the “Y” theory in which the interests of the worker and the organization must be integrated. For this he takes Maslow’s concepts of self-realization and the hierarchy of human needs namely: physiological, physical and psychological safety, belonging, esteem, achievement; according to which, as the worker satisfies the needs, he will assume his work with greater capacity, motivation contributing to the achievement of the organization’s objectives. manages to establish a balance that allows both parties to benefit from the productive, democratic system based on personal and social values (Blandón, 2016; McGregor, 1994).

In that order of ideas, QWL is defined as a “multidimensional concept that is integrated when the worker, through employment and under his / her own perception, sees the needs of institutional support, security and integration and job satisfaction covered identifying the well-being achieved through work activity and personal development achieved as well as free time management” (González, Hidalgo, Salazar, and Preciado, 2010) all these dimensions likely to be affected by the LR and by aspects of the organization (Betanzos et al., 2006) (Betanzos, Andrade, and Paz, 2006), as well as personal aspects such as self-realization and the view that employers have of the capacity / disability and the adaptations that must be made at work (de Jong, Tamminga, van Es, Frings-Dresen, and de Boer, 2018; OIT, 2015) internal consistency, construct validity and reproducibility of the Quality of Working Life Questionnaire for Cancer Survivors (QWLQ-CS. The QWL can be affected by objective aspects such as environmental conditions, characteristics of the job, functions to be performed, times and schedules, among others, and subjective such as the perception of the individual towards their work, the interaction and participation that they establish with it, their values and beliefs (Baril, Clarke, Friesen, Stock, Cole, and Work-Ready Group, 2003)

The availability of positions and variety of functions are considered as facilitators of the return to work (Wang and Wu 2019; Yook, Lee, Kim, and Hong, 2018) this is not the case,

in situations where the position has limited functions or the company is specialized in an offer of services or goods and therefore the existing positions are grouped according to the functions, as occurs in the position of driver which has specific occupational demands of this trade as well as health and safety conditions at work.

Although the employer complies with the reinstatement of the worker, there is evidence that the link does not imply the execution of productive activities during the working day, sometimes generating face-to-faceism (Anema, Van Der Giezen, Buijs, and Van Mechelen, 2002; Centro de Estudios Sociales y Laborales, 2017; de Graaf, Tuithof, van Dorselaer, and Have, 2012) likewise, some reincorporated workers fear that their health condition will worsen due to work activities affecting their participation (Baril et al., 2003).

In the transport sector there is a significant number of workers who are exposed to multiple risks and as a consequence to injuries or illnesses of both work and general origin (Aquino, Gomes, Ribeiro , Ferreira, Brandao, and Gomes, 2017) requiring processes to return to work, which, although they are regulated, cannot always be carried out in the best conditions, which can affect the perception of the worker regarding their performance and job satisfaction and generate changes in the perception of the quality of life at work. These relationships have been little studied and can provide information on other relevant factors that can be implemented to achieve a satisfactory reincorporation process for both the worker and his employer in such a way that a comprehensive look is achieved that contributes to the quality of working life of the worker and a whole productive system.

The objective of the research was to determine the quality of working life and its relationship with sociodemographic and occupational aspects in workers reincorporated in a rapid transit bus company.

## 2. Methodology

An observational, cross-sectional, correlational quantitative design was used (Bhopal 2002; Hernández Sampieri,

**Table 2. Indicators for the CVT-GOHISALO**

Dimension	Indicators
Institutional support for work (IS)	Work processes, work supervision, support from superiors to carry out work, work evaluation, promotion opportunities, autonomy
The dimension of Safety at Work (SW)	Work procedures, salary, inputs for work, contractual rights of workers, training for work
Job Integration (JI)	Relevance, motivation and work environment
Job Satisfaction (JS)	Dedication to work, pride in the institution, participation in work, autonomy, recognition for work, self-worth
Well-being Achieved Through Work (WATW)	Identification with the institution, benefits of busy work for others, satisfaction with housing, evaluation of general health, evaluation of nutrition
Personal Development of the Worker (PDW)	Achievements, expectations for improvement, personal safety
Free Time Management (FTM)	Free time planning and balance between work and family life

Source: Authors' own elaboration.

Fernández Collado, and Baptista Lucio 2010); the total population corresponded to 75 reincorporated workers with work restrictions in a rapid Transit Bus Company (BRT) in 2019. The questionnaire for measuring the quality of working life was used to obtain the information CVT-GOHISALO (González *et al.*, 2010; Moreno, Cuevas, and González 2009), which consists of 74 items distributed in 7 dimensions: Institutional support for work, job security, job integration, job satisfaction, well-being achieved through work, personal development and free time management. Table 2 presents the indicators for each dimension. The theoretical relationship between the concepts was established and, with the multifactorial analysis, the distribution of the items in seven dimensions was corroborated, calculating a total relevant validity for the questionnaire of 0.68. For criterion validity, the Mantel-Haenszel test for  $\chi^2$  was used, separately for each dimension. The instrument has a "total validity for the entire questionnaire of 0.68, with a Cronbach's Alpha index of 0.9527" (González *et al.*, 2010). The scale to answer is Likert type, with values from 0 to 4, where 0 is not satisfied at all, never, not at all in agreement or no commitment and 4 corresponds to the maximum satisfaction, always, totally in agreement or maximum commitment. Given that "The quality of work life is measured in terms of satisfaction, satisfaction values above the 60th percentile

were considered high and values below this percentile low" (González, Hidalgo, Salazar, and Preciado, 2009).

A bivariate analysis was carried out to explore the possible relationships between the dimensions that measure the quality of work life that showed high or low satisfaction and the sociodemographic and occupational characteristics. To establish the relationship between nominal variables, the  $\chi^2$  and Fisher statistical test was used for those with the smallest number of data.

### 3. Ethical Considerations

This research was endorsed by the Human and Animal Ethics Committee of the Universidad del Valle in Act no. 016E-019. To protect the people who participated. This investigation was governed by the principles of the Declaration of Helsinki and by Resolution 8430 of 1993, which considers this investigation to be of minimal risk due to the possibility of disclosing personal data. To control this risk, the data was entered through specific codes in tables with data conservation and protection. All workers who were in the process of reincorporation to work participated and all were informed about the investigation, their rights and identity protection, and the informed consent was read and completed.

## 4. Results

It was found that 56% of the participants were between 50 and 62 years old, with a mean of 51.79 and a median of 54 years, 76% of the population stated that they had a partner either by marriage or free union, 60% stated that they had up to 2 children, 84% said they shared the home with another person, whether in a family nucleus or extended family. 61.3% stated that they had secondary school studies. 59% of the workers stated that the cause of their medical restriction was related to the musculoskeletal system (Table 3).

Regarding the position, 42.7% of the workers mentioned being an articulated bus driver, 28% a support driver. 46.7% of the workers had seniority between 6 and 10 years in their current position, that is, after they were reinstated. 88% of the participants, before their health condition was affected, held the position of driver. 66.7% of the participants stated that they had had between 6 and 10 years in this position. According to the method of reinstatement, 54.7% were reintegrated with modifications and 45.3% were temporarily relocated under the position of support worker. Table 4 shows the occupational characteristics of the study participants.

The dimensions, job integration, job satisfaction and free time management were perceived with a low level of satisfaction (60%, 62.7% and 93.3% respectively), while the job security dimensions and in institutional support they presented a high level of satisfaction (66.7% and 58.7% respectively). Table 5 shows the consolidated data referring to the workers' perception of satisfaction with the quality of work life.

A statistically significant relationship was found between the well-being achieved through work and the personal development of the worker with age ( $p$  of 0.028 and 0.025), and between integration to the job and administration of free time with schooling ( $p$  of 0.043 and 0.004). Table 6 presents the results of the relationship between the levels of satisfaction with the quality of work life and the variables age, marital status, family coexistence, number of children, schooling, affected body system, current position and

previous position with their respective seniority and the method of reimbursement.

In the categories that the minimum count was not met and was above 20%, the Fisher test was used: age, marital status, previous position and length of previous position.

**Table 3. Sociodemographic characteristics of the workers participating in the study**

Variable	n	%
Age		
Up to 35 years	4	5,3
36 to 50	24	32
50 to 62	42	56
Over 62	5	6,7
Mean	51,79	
Median	54	
<b>Marital Status</b>		
Single	10	13,3
Free Union	25	33,3
Married	32	42,7
Divorced	7	9,3
widower	1	1,3
<b>Family Coexistence</b>		
Alone	12	16
Nuclear family	53	70,7
Extended Family	10	13,3
Number of children		
Up to 2 children	45	60
More than 2 children	30	40
Scholarship		
Primary	16	21,3
Baccalaureate	46	61,3
Technological	13	17,3
<b>Body system affected</b>		
Musculoskeletal	59	78,7
Cardiorespiratory System	5	6,7
Others	11	14,7

Source: Authors' own elaboration.

**Table 4. Occupational Characteristics of the Workers Participating in the Study**

Variable	n	%
Current position		
Warehouse assistant	2	2,7
EDS Assistant	5	6,7
Internal Control	4	5,3
Track inspector / developer	5	6,7
Monitor	6	8
Operator	32	43
Support Operator	21	28
<b>Current Seniority</b>		
Less tan a year	12	16
1 to 5 years	28	37
6 to 10 years	35	47
<b>Previous Position</b>		
Warehouse assistant	2	2,7
EDS Assistant	3	4
Internal Control	1	1,3
Road Inspector	3	4
Operator	66	88
<b>Seniority previous position</b>		
Less tan a year	3	4
1 to 5 years	22	29
6 to 10 years	50	67
<b>Reinstate method</b>		
Reinstate with modifications	41	55
Temporary relocated	34	45

Source: Authors' own elaboration.

**Table 5. Level of job satisfaction perceived by workers**

Dimension	Level of job satisfaction			
	N=75			
	High		Low	
	n	%	n	%
Institutional support for work	44	58,7	31	41,3
Safety at work	50	66,7	25	33,3
Integration to the workplace	30	40	45	60
Work satisfaction	28	37,3	47	62,7
Well-being achieved through work	35	46,7	40	53,3
Personal development of the worker	33	44	42	56
Free time management	5	6,7	70	93,3

Source: Directly obtained through the GOHISALO-CVT questionnaire (González *et al.*, 2010)

**Table 6. Relationship between levels of satisfaction with the quality of working life and sociodemographic and occupational aspects in reinstated workers**

Dimensions of quality of work life													
IS		SW		JI		JS		WAW		PDW		FTM	
r	p	r	p	r	p	r	p	r	p	r	p	r	p
<b>Age</b>													
8,057a	0,34	6,050a	0,57	4,282a	0,75	6,577a	0,42	15,169a	0,03	15,410a	0,03	7,065a	0,23
<b>MaritalStatus</b>													
4,411a	0,35	2,928a	0,64	7,964a	0,08	3,408a	0,5	1,356a	0,96	5,165a	0,25	,830a	1
<b>Family Life</b>													
,902a	0,66	1,184a	0,59	4,353a	0,15	1,111a	0,57	,171a	0,94	2,979a	0,24	,318a	0,46
<b>Number of children</b>													
,037a	0,85	1,000a	0,32	,231a	0,63	,152a	0,7	,223a	0,64	,144a	0,7	3,571a	0,06
<b>Scholarship</b>													
,632a	0,73	,174a	0,92	6,306a	0,04	4,424a	0,11	3,387a	0,18	,648a	0,72	14,772a	0
<b>Body system affected</b>													
,049a	0,83	,159a	0,69	,119a	0,73	,322a	0,57	,070a	0,79	,297a	0,59	,006a	0,94
<b>Current position</b>													
6,881a	0,01	,515a	0,47	1,297a	0,26	,878a	0,35	,139a	0,71	,027a	0,87	,294a	0,59
<b>Seniority</b>													
,053a	0,97	,032a	0,98	2,014a	0,37	2,693a	0,26	1,177a	0,56	4,344a	0,11	,115a	0,94
<b>Previous position</b>													
,270a	0,73	,568a	0,71	3,030a	0,14	,221a	0,72	,325a	0,73	,472a	0,72	,325a	0,48
<b>Seniority</b>													
1,762a	0,48	,131a	0,9	,260a	0,91	1,399a	0,63	,263a	1	,305a	0,92	,458a	0,71
<b>Reinstate method</b>													
,001a	0,98	,027a	0,87	,081a	0,78	,022a	0,88	,004a	0,95	,201a	0,65	,465a	0,5

IS: Institutional Support, SW: Safety at Work, JI: Job Integration, JS: Job Satisfaction, WAW: Well-being achieved through work, PDW: Personal Development of the worker, FTM: Free Time Management.

Source: Authors' own elaboration taken from (González et al., 2010).

## 5. Discussion

Regarding the sociodemographic characteristics of the workers who participated in the study, it was found that they coincide with other studies carried out with a population of drivers in Chile and Colombia, in which an average age of 49.5 and 42 years was observed, respectively; most of them live as a couple, finished high school, worked as a driver for more than 10 years (Bravo and Nazar 2015; Camargo-Escobar, Gómez, and López 2013); for the subject of this research, this point is relevant because age contributes significantly to the satisfaction that reincorporated workers are aware that their age close to retirement age

and health condition significantly restrict the projection of a change in employment.

In the case of the participants in this study, 78.7% present an alteration in the musculoskeletal system (deficiency) and 62.7% of the reincorporated workers have restrictions to work and require an adapted position or a temporary change of position, the difficulty to economic self-sufficiency and being over 50 years of age make them more susceptible to acquiring a situation of permanent disability that can reach a condition of disability (Mintrabajo-Colombia 2014) and therefore affect their social and work participation from the ontological conception of the relationship between work



and health (Díaz-Bambula and Rentería-Pérez 2017; Iakova, Ballabeni, Erhart, Seichert, Luthi, and Deraiz, 2012; Mustard, Skivington, Lay, Lifshen, Etches, and Chambers, 2017).

The most prevalent health conditions (78.7%) were related to the musculoskeletal system and are the most frequently reported in the population of bus drivers (Aquino *et al.*, 2017; Bonilla and Gafaro 2017), who, due to the demands of the work, are exposed to biomechanical and psychosocial factors (Hoefsmit, Houkes, and Nijhuis 2012; Taklikar, 2016; Tse, Flin, and Mearns 2006) a vast amount of interventions exist that aim to facilitate return to work (RTW). To address this problem, guidelines have been proposed for reincorporation to work (Corral, Vargas-Prada, and Gil, 2015) and some specific for musculoskeletal disorders.

Dimensions perceived with little satisfaction include aspects such as relevance, motivation and work environment; dedication to work, pride in the institution, participation in work, autonomy, recognition, self-assessment, this finding may be related to the low level of decision, little control over the task to be performed, specifically on the availability for shifts and rest times (Bonilla and Gafaro, 2017), especially in BRT drivers there is little possibility of planning leisure and work-life balance. Workers have a divided working day modality, which requires availability to take two 4-hour shifts a day, which affects the possibility of distributing time for personal development activities, a similar situation with workers of the same economic activity (Magnusson, Pop, Wilder, and Areskoug, 1996; Bonilla, Franco, and de Haro, 2012; Sluiter, van der Beek, and Frings-Dresen 1998; Tse *et al.*, 2006).

The institutional support and job security dimension are perceived with a high level of satisfaction and are related to the work process, job supervision, support from superiors, job evaluation and promotion opportunities, the way work procedures are designed, income or wages, inputs for the performance of work, contractual rights and capacity building through training. This shows the importance of the role of the employer represented in supervisors and administrators who manage a healthy work environment and direct efforts to carry out

work reintegration according to the health conditions of the worker and the goals and indicators of the company (Askand Magnussen 2015; Awang and Mansor 2018; Baril *et al.*, 2003) (2). The existing relationship between institutional support and sociodemographic and occupational aspects is mediated by the participation of the immediate boss through a facilitating role, evidencing his interest in the worker and the support he offers not only in activities of the position but also personal ones.

Personal development and its relationship with sociodemographic and occupational aspects is mediated by the perception that the current job gives them what is necessary both in an economic factor represented in salary and what they achieve through it, as well as to preserve their health.

There is a relationship between job reinstatement and seniority in the previous and current position, an aspect that having greater seniority allows the worker to feel more able to move between the positions assigned to him.

## 6. Conclusions

To assess the level of satisfaction with the quality of work life, an instrument with a humanistic approach was used that considers the needs of the human being in the role of worker, integrating objective and subjective aspects that are perceived in the work environment and in daily life. in such a way that it allows a comprehensive approach. High satisfaction was found with the objective dimensions: institutional support and safety for work, because the company complies with Law 776 of 2002 and internal regulations, and that they allow the worker to feel safe with the employment relationship, as well such as the existence of financial support and support in the reimbursement process.

Low satisfaction was found with the subjective dimensions that are related to the perception that the worker has and therefore focused on individual development that needs to be addressed from new studies that delve into the subject.

This study shows the need for reincorporation to be approached

in a comprehensive manner with an interdisciplinary team that includes the worker and where the role of leaders and supervisors is a facilitator based on the humanistic view of the process.

## 7. Conflict of interest

The authors declare that they have no conflict of interest.

## 8. Financing resources

This research was carried out with our own resources.

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