

The Ergonomic Approach to Psychosocial Risk An Analytical Reading

التناول الأروغونومي للمخاطر النفسية الاجتماعية - قراءة تحليلية

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Abstract: This study aims to highlight studies that addresses psychosocial risks from an ergonomic perspective by analyzing six recent studies utilizing a descriptive-analytical approach. These studies examine psychosocial risks from physical, cognitive, and organizational dimensions. The results suggest that, although ergonomic interventions have a positive impact on reducing psychosocial risks, research in this area remains limited, according to the researcher's review.

Keywords: Ergonomic approach; Psychosocial risks; Ergonomic intervention

ملخص: هدفت هذه الدراسة إلى تسليط الضوء على الدراسات التي تتناول المخاطر النفسية الاجتماعية من منظور أروغونومي، وذلك من خلال تحليل ست دراسات أجريت في السنوات الأخيرة معتمدين على المنهج الوصفي التحليلي، تتناول هذه الدراسات المخاطر النفسية الاجتماعية من الجانب الفيزيقي، المعرفي، والتنظيمي، وقد خلصت إلى أنه وبالرغم من الأثر الإيجابي للتدخلات الأروغونومية في تخفيف المخاطر النفسية الاجتماعية، إلا أن البحث في هذا المجال لا يزال محدودا حسب اطلاع الباحثة. كلمات مفتاحية: المقاربة الأروغونومية؛ المخاطر النفسية الاجتماعية؛ التدخل الأروغونومي

1. Introduction

With the continuous increase in the complexity and dynamism of modern work environments, driven by rapid technological advancements, growing market demands, and ongoing changes in organizational structures, new challenges have appeared in the field of occupational safety. In addition to traditional physical, technical, and fall-related hazards, psychosocial risks have become a serious

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threat to both organizations and employees. These include work-related stress, lack of social support, role ambiguity and conflict, and feelings of job insecurity. Such risks often result in severe physical and mental health issues, such as depression and occupational burnout, as well as negatively impact productivity and job commitment. Therefore, adopting an ergonomic approach is now an urgent necessity, as it offers a comprehensive scientific methodology aimed at achieving harmony between the worker and their work environment.

2. Problematic :

Ergonomics is one of the modern disciplines that focuses on human comfort in general and the well-being of workers in particular (اليزيد, 2018). It primarily aims to adapt work to the worker by improving comfort indicators, ensuring safety and security, and preventing occupational hazards, diseases, and accidents. Furthermore, it strives to help individuals achieve psychological and social harmony, promoting mental health, stability, a sense of belonging, security, respect, and effectiveness in the professional environment.

The scope of ergonomics varies depending on its area of intervention. For instance, physical ergonomics focuses on work postures, cognitive ergonomics addresses mental activities in the workplace, and organizational ergonomics deals with the design of work functions. Furthermore, ergonomics can examine a single topic from multiple perspectives, such as psychosocial risks which increasingly threaten workers' health and safety and are rising globally (بكري & سليم, عرقوب, 2022, p. 188)

This study reviews selected literature on psychosocial risks at work and how they have been addressed from an ergonomic perspective. To achieve this, publications from the last five years that highlight the ergonomic approach to psychosocial risks were analyzed.

2. Research questions :

- What are the most prominent studies that have addressed the topic of psychosocial risks at work and ergonomics in the past five years?
- How have these studies approached the topic from an ergonomic perspective?

3. Importance and objectives of the study

3.1 Study Importance

The importance of this study lies in its focus on a recent topic by analyzing studies conducted over the past five years, making it a valuable reference for researchers and business owners interested in this field.

3.2 Study Objectives

This study aims to:

- Highlight studies that have addressed psychosocial risks from an ergonomic perspective.
- Understand how ergonomics addresses psychosocial risks from three aspects: physical, cognitive, and organizational.

4. The Theoretical Approach to the Study:

4.1 Ergonomics

4.1.1 Definition:

Ergonomics is characterized by a multidisciplinary approach that seeks to establish common ground between various sciences and fields of knowledge, with a focus on humans in their work environment. This diversity in approach stems from the varied backgrounds of ergonomics specialists, including engineers, psychologists, and humanities scholars. Consequently, this has led to disagreements regarding a unified definition of ergonomics. Below are some definitions:

The word ergonomics is derived from the Greek words **ergon** (work) and **nomos** (laws). The terms ergonomics and human factors are often used interchangeably or as a combined unit (e.g., human factors/ergonomics – HFE or EHF), a practice adopted by the International Ergonomics Association (IEA).

"Ergonomics (or human factors) is the scientific discipline concerned with the understanding of interactions among humans and other elements of a system, and the profession that applies theory, principles, data, and methods to design in order to optimize human well-being and overall system performance." (IEA, 2000)

(Khayal, 2019, p. 03) defines ergonomics as a continuous search for comprehensive approaches that consider the physical, cognitive, social, and environmental aspects of human activities. Although ergonomists often work in different economic sectors or on specific tasks, the application domains of

ergonomics are constantly evolving, leading to the creation of new fields and the transformation of existing ones.

Ergonomics is both a scientific discipline and a profession. As a science, it seeks to understand how humans interact with other elements within a system. As a profession, it applies theory, principles, data, and methods to design systems that optimize human well-being and overall system performance. Whether in the workplace or daily life, the central focus of ergonomics is the human being (Dul & Weerdmeester, 2001, p. 02)

From the above, it can be concluded that ergonomics aims to adapt work to the worker in order to ensure comfort, enhance productivity, and improve overall performance.

4.1.2 Brief History of Ergonomics:

Ergonomics emerged in the 20th century as a direct response to the design and operational challenges posed by rapid technological advancements. This multidisciplinary field developed through the collaboration of applied scientists seeking solutions to complex, cross-disciplinary problems. Its evolution parallels that of related fields such as industrial engineering and occupational medicine. Ergonomics draws its core knowledge from several key sciences, including psychology, anatomy, physiology, and physics (particularly mechanics and environmental physics), as well as engineering. Additionally, it has been significantly influenced by related disciplines such as industrial engineering, industrial design, and systems theory (Bridger, 2018, p. 02)

4.1.3 Domains of ergonomics: include

Physical ergonomics focuses on human anatomical, anthropometric, physiological, and biomechanical characteristics as they relate to physical activity. Relevant topics include working postures, materials handling, repetitive movements, work-related musculoskeletal disorders, workplace layout, and physical safety and health.

Cognitive ergonomics examines mental processes such as perception, memory, reasoning, and motor response, as they affect interactions between humans and other elements of a system. Relevant topics include mental workload, decision-making, skilled performance, human-computer interaction, human reliability, work stress, and training as they relate to human-system design.

Organizational ergonomics is concerned with optimizing socio-technical systems, including organizational structures, policies, and processes. Relevant topics include communication, crew resource management, work design, scheduling of working hours, teamwork, participatory design, community ergonomics, cooperative work, new work paradigms, virtual organizations, telework, and quality management (IEA, 2000)

4.1.4 Ergonomic intervention :

An ergonomic intervention is an action taken under specific circumstances and within a defined timeframe to improve working conditions based on health and efficiency criteria. It involves a set of organized activities carried out in collaboration between the ergonomist and the company's workers. Implementing an ergonomic intervention is comparable to managing a project (St-Vincent et al., 2011, as cited in (اليزيد, 2018, p. 57)

4.1.5 Intervention Areas :According to (Khayal, 2019, p. 03):

Design

Design is at the heart of the ergonomist's profession. The design of a new system is a process that begins with the conceptualization of an artifact and continues until it is used by the people for whom it is intended. From the perspective of cognitive ergonomists, there are two key aspects of interest in system design. On the one hand, they focus on the **process** of design itself, seeking to understand how people devise new systems and what individual and group factors influence the decision-making process that leads to specific design solutions. On the other hand, cognitive ergonomists aim to determine whether the adopted solutions align with the needs and characteristics of users. Their primary role in this regard is to describe human functioning at all relevant levels of organization appropriate for the system being designed.

Technological Innovation

The concept of user-centered design emerged in the 1980s as a key approach in technology design. Until then, system design had been primarily driven by technological advancements. User-centered design, however, focuses on describing human interactions with a system from the perspective of cognitive science. Based on these insights, cognitive ergonomists provide engineers with a set of principles to be considered in the design process. This paradigm has led to the establishment of usability research, which has significantly improved the

effectiveness, efficiency, and satisfaction of users in their interactions with technology. Additionally, it has contributed to better interactions between users through technology.

Safety and Accident Investigation

Historically, three main approaches have been used to study human error. The first approach, originating from engineering, led to the development of a range of techniques collectively known as human reliability analysis (HRA). These techniques are based on the assumption that human actions in the workplace can be analyzed in the same way as machine operations. The goal is to predict the likelihood of human error and assess how such errors, alone or in conjunction with machine operation, task characteristics, system design, and individual factors, affect overall system performance. Although more refined classifications exist today, a foundational framework was proposed by Jens Rasmussen (1983). He distinguishes three types of errors based on the level and degree of cognitive control involved in the erroneous behavior. These three types of errors can largely be attributed to the individual's familiarity with the system.

- Errors based on skills
- Errors based on rules
- Errors based on knowledge

Cognitive ergonomists initially accepted these classifications as a foundation for explaining action slips and errors based on cognitive models. However, these explanations have been criticized for being insufficient in predicting and preventing errors. This approach assumes that a person's behavior is determined by the context in which it occurs, as work systems create dynamic, ever-changing situations. Therefore, it is essential to consider the context and all levels of organization that contribute to system safety. Building on these assumptions, several authors have proposed a methodology for estimating the probability of human errors based on the specific situation in which human-machine interaction occurs. This methodology involves two key steps: first, identifying the types of errors that may occur during a specific task within a given event scenario, and second, classifying these errors by their probability ranges to determine which are most and least likely within the given joint cognitive system.

5.2 Psychosocial Risks

The rapid technological advancements affecting the work environment impose numerous demands on workers, leading to various risks, including psychosocial risks.

5.2.1 Definition: Psychosocial risks can be defined as:

- Occupational factors that threaten the emotional and health stability of individuals (Evanglista aliga, Urday, Gil Mejia, & Purizaga, 2021, p. 173)
- The likelihood that one or more workers will experience psychological harm, which may also be accompanied by physical harm, as a result of exposure to a hazardous work situation. This hazardous situation may involve aspects such as work organization, working conditions, living conditions at work, job content, or interpersonal relationships in the workplace (Spf employ, 2020, p. 09)
- Work-related psychosocial risks encompass occupational hazards that affect both the mental and physical health of workers, impacting company performance and workplace safety. These risks are generally identified through their manifestations, including stress, harassment (moral or sexual), conflicts, and burnout (General directorate of work humanization, 2015, p. 48)

5.2.2 Psychosocial Risks:

According to (INRS, 2023, p. 02)

- **Stress:** An imbalance between a person's perception of the constraints of their work environment and their perception of their own resources to cope with them.
- **Internal Violence:** Violence occurring within the company, committed by employees, including moral or sexual harassment and heightened conflicts between individuals or teams.
- **External Violence:** Violence committed against employees by individuals outside the company, such as insults, threats, or assaults.

According to (قرينعي, 2018, p. 12)

- **Perceived personal risk:** Risks that become evident to an individual when they personally recognize them. These include professional stress, job dissatisfaction, professional incompatibility, and job insecurity.
- **Risk of Personal-Environmental Perception:** Risks that individuals perceive in the work environment as potential dangers, even if they have not directly experienced them. These include workplace violence, sexual harassment, and tribal discrimination.

3.2.3 Psychosocial Risk Factors:

According to (INRS, 2023, pp. 8-9), there are six categories of psychosocial risk factors:

- **Work Intensity and Time:** This category includes "psychological demands" and "effort," as well as constraints on work pace, unrealistic or unclear objectives, the requirement for unmanaged versatility, contradictory instructions, long workdays, atypical working hours, unpredictable work schedules, and other related factors.
- **Emotional Demands:** These relate to the need to control, conceal, or simulate emotions. They primarily affect service professions, where workers experience tensions with the public, exposure to human suffering or distress, and obligations to smile or appear in a good mood. In some organizations, employees may also be required to suppress emotions due to a dominant workplace culture that demands total self-control and the constant display of a "positive attitude."
- **Lack of Autonomy:** Autonomy at work refers to an employee's ability to actively participate in their tasks. It aligns with the concept of "decision-making latitude," which includes the ability to self-organize, participate in decisions affecting one's work, and use and develop personal skills.
- **Deteriorating Social Relationships at Work:** Workplace social relationships have been widely studied through concepts such as "social support," "effort-reward balance," and "organizational justice" (fair distribution of resources and benefits based on effort, in comparison with colleagues in similar roles). This category includes relationships with colleagues and management, career prospects, job suitability, work

evaluation procedures, and the organization's attention to employee well-being.

- **Conflicts of Value:** These arise when employees experience internal conflicts due to a misalignment between their work demands and their professional, social, or personal values. Examples include performing tasks perceived as useless, promoting ineffective methods, or being unable to achieve high-quality work that aligns with personal standards.
- **Job Insecurity:** This includes both socio-economic insecurity (fear of job loss, stagnant wages, precarious contracts) and uncertainty regarding tasks and working conditions due to restructuring or unclear future prospects within one's profession.

3. The Ergonomic Approach to Psychosocial Risk:

Selected studies for review:

Previous studies are of utmost importance in modern research, as they provide the correct and proper path that researchers must follow from the very beginning of their journey. In this regard, when searching for studies that addressed psychosocial risks from an ergonomic perspective, it was found that such studies are scarce both globally and locally. In this study, we focused on some of the most relevant research conducted in the past five years as a sample for reading and analysis

a. Studies that addressed the physical aspect of psychosocial risks

The study by (Shah, et al., 2023), published on 08/09/2022 in *Archives of Dermatological Research*, entitled *Ergonomic and Psychosocial Risk Factors Associated with Work-Related Musculoskeletal Disorders in Mohs Histotechns*. The study aimed to investigate the prevalence and anatomical sites of work-related musculoskeletal disorders (WRMSDs) affecting Mohs histotechns. Using a survey-based approach, the study characterizes the postures, movements, and psychosocial factors that contribute to these injuries. A secondary aim was to identify poor ergonomic behaviors and develop recommendations to reduce the risk of workplace injuries. The researchers concluded that 88% of respondents reported musculoskeletal problems in two or more of the nine body sites assessed in the past year. Standing during specimen processing was correlated with neck and upper back pain, while sitting was found to be protective against lower back pain. Individuals who felt they could not take breaks or slow their pace of work

were more likely to report pain at multiple body sites. Total pain scores were significantly lower among those who had received extensive ergonomic training. The study found a high prevalence of WRMSD in Mohs histotechns and concluded that addressing poor posture as well as psychosocial risk factors could further reduce workplace injuries.

The study by (عسلي, 2024), published on 30/10/2024 in *Scientific Horizons Journal*, entitled *The Role of Applying Ergonomic Standards in Achieving Mental Health Among Workers*. It aimed to explore the role of applying ergonomic standards in achieving mental health for workers. The findings revealed that the effectiveness of device usage, the adopted sitting posture during work, and the application of ergonomic standards all have a correlative relationship with workers' psychological well-being, with correlation coefficients estimated at 0.70, 0.80, and 0.87, respectively. These values indicate a strong and positive correlation between ergonomic practices and mental health.

b. Studies that addressed the organizational aspect of psychosocial risks

The study by (Magdalena, 2020), published in *Publications of the Union of Scientists – Varna* within the economic sciences series 9(01), entitled *Managerial and Ergonomic Measures for Reducing Psychosocial Risk Factors in the Workplace Under COVID-19*.

This study aimed to discuss the theoretical foundations of psychosocial risk factors in the workplace, identify psychosocial hazards resulting from COVID-19, and present the results of an empirical study on changes in work processes and psychosocial risk factors in organizations within the transport sector. Among the findings reached by the researcher:

- Regarding the psychological and social factors that contribute to both risks and a comfortable work environment, respondents emphasized the importance of raising awareness. However, measures such as improving the physical environment and implementing methods to provide psychological and social support to professionals were relatively unpopular. This lack of emphasis on comprehensive interventions may negatively impact workers' exposure to psychological and social risks.

- From a practical standpoint, the following actions have been identified as necessary to mitigate the impact of psychosocial risk factors under COVID-19 conditions:
 - **Assessment and risk analysis** with a special focus on psychosocial risks in the workplace, along with the implementation of preventive measures:
 - Avoiding the overload of specialists and extended working hours, which may result from staff shortages. In analyzing the mental and physical strain on specialists, the nature of their duties, whether administrative or driving, should be considered. The task of driving, in particular, is associated with increased nervous-sensory strain.
 - Considering the possibility of hiring temporary staff to cover absences of permanent employees.
 - Analyzing work processes and utilizing time management tools in schedule development.
 - Exploring telework opportunities while ensuring specialists have the necessary technical equipment, flexible working hours to maintain work-life balance, and guidance on workplace ergonomics, posture, and physical activity.
- Developing a crisis action plan and, if necessary, implementing urgent corrective measures to ensure a favorable psychosocial environment.

The study by (Soares & Ivna, 2020), Published in *Ação Ergonômica* 14(02), entitled *Labor Law and Organizational Ergonomics: Prevention of Workplace Harassment and Burnout Syndrome Through the Contribution of Karasek's Demand-Control Model*, this study examined the role of Karasek's model in preventing workplace harassment and burnout from a multidisciplinary perspective. The researcher concluded that:

- Ergonomists must maintain impartiality towards the company under investigation. However, this is challenging when the health and safety service itself carries out ergonomic activities, particularly in Brazil, where professional independence and autonomy from the employer are not guaranteed by law.
- The good faith application of Karasek's demand-control model has the potential to prevent moral harassment and burnout syndrome.

- Ergonomists should educate workers and managers on the importance of understanding the three dimensions of Karasek's model to ensure workers' dignity and promote a healthy work environment.

c. Studies Addressing the Cognitive Aspect of Psychosocial Risks

Study by (عبابو, 2024), Published on December 20, 2024, in the *Journal of Prevention and Ergonomics*. This study aimed to:

- Address occupational stress using the ergonomic approach (ergonomics of human activity).
- Identify the causes of occupational stress through actual work analysis.
- Propose appropriate solutions derived from the professional environment.

The ergonomic intervention was structured into the following steps:

- Initial request
- Gathering information to refine the request through:
 - Interviews
 - Administering a professional stress test
- Refining the request and preparing an intervention plan
- Conducting initial investigations
- Initial diagnosis and formulating hypotheses
- Work analysis protocols

The researcher reached the following conclusion:

- The causes of occupational stress among workers in the electricity production unit at Sonelgaz, Wilaya of Ghelizane, are primarily linked to **workload** and the **mismatch between individuals' abilities and job requirements**.
- The **unclear nature of workers' roles** within the organization is a significant factor contributing to occupational stress, particularly among maintenance department employees.
- **Good relationships among workers** in the establishment are not considered a source of occupational stress for light maintenance department employees. This is attributed to the **strong rapport between workers themselves and between them and their supervisors**.

Study by (Kalakoski, et al., 2020) , Published in *BMC Psychology* 8(01), entitled: *Effects of a Cognitive Ergonomics Workplace Intervention (CogErg) on Cognitive Strain and Well-Being: A Cluster-Randomized Controlled Trial – A Study Protocol*.

This study aimed to:

- Implement cognitive ergonomic improvement actions to reduce cognitively straining working conditions, such as disruptions, interruptions, and information overload, common issues that pose risks to work performance.
- Examine whether the cognitive ergonomics intervention influenced secondary outcome measures related to workflow, productivity, cognitive strain, and well-being.

The intervention includes two steps :

1. Initial workshop
2. Providing support during the implementation phase

CogErg's core concept is to empower work communities to collaboratively develop and implement practical, effective strategies for enhancing cognitive ergonomics in their daily routines. This intervention focuses on driving positive change at the group level, leading to demonstrable improvements in both cognitive ergonomics and the overall working environment.

The researchers concluded that this study will provide new insights into several key areas related to cognitively demanding tasks, productivity, and well-being—issues highly relevant to today's work environment. Their randomized controlled trial aims to uncover the potential benefits of a cognitive ergonomics workplace intervention. Additionally, the results will identify the most effective evidence-based cognitive ergonomic practices for supporting work performance in cognitively demanding tasks.

Furthermore, the project will generate numerous concrete methods and approaches for improving actual working conditions and well-being. Therefore,

its findings will have practical implications for workplaces, human resource management, and occupational health.

Analytical Review of the Studies

The purpose of selecting previous studies is to understand how ergonomics addresses psychosocial risks from various perspectives. As mentioned earlier, ergonomic studies in the field of psychosocial risks are relatively limited. Therefore, six studies were selected and analyzed.

The study by Shah et al. (2020) examined the relationship between ergonomic and psychosocial risk factors and musculoskeletal disorders (MSDs). Using a descriptive approach, an online survey, and two validated instruments, the Nordic Musculoskeletal Questionnaire and the Oldenburg Burnout Inventory. The study concluded that pain scores were significantly lower among participants who had received extensive ergonomic training. Additionally, psychosocial factors, such as insufficient break time and the inability to slow the pace of work, were found to significantly increase the risk of work-related musculoskeletal disorders (WRMSDs) among Mohs histotechnicians.

In the same context, Asali's (2024) study, which employed a similar methodology, confirmed that workers' mental health is closely linked to the application of ergonomic standards. The study's results revealed a strong correlation between:

- The effectiveness of using workplace devices.
- The adopted sitting posture during work.
- The implementation of ergonomic standards in achieving mental well-being at work.

In the organizational aspect of ergonomics, two studies were selected. The first study, conducted by Patcheva (2020), examines psychosocial risk factors in the workplace, their manifestations during the pandemic, and the management and ergonomic measures implemented to reduce their impact. A pilot survey was conducted using a questionnaire distributed to 25 organizations in the public transport sector. The survey aimed to assess the impact of the COVID-19 pandemic on businesses and evaluate the administrative and ergonomic measures taken in response.

One of the key findings of the study is that the COVID-19 crisis led to the dismissal of employees in nine companies, creating job insecurity and fear of unemployment among the remaining workers. As a result, organizations must implement strategies to sustain employment while also addressing psychosocial risk factors. According to the study, 84% of participants intended to modify work organization by adjusting work schedules, working hours, shifts, and rest periods. A major challenge for public transport operators is the increase in psychosocial risks due to the pandemic. Regarding psychosocial risk factors and workplace ergonomics, respondents emphasized raising awareness, while less emphasis was placed on improving the physical work environment or implementing psychological and social support measures. This lack of focus on environmental and emotional well-being could negatively affect the extent to which workers are exposed to psychosocial risks. The findings highlight the role of organizational ergonomics in reducing psychosocial risks by improving work organization.

The second study, conducted by Soares & Soares (2020) and titled *Labor Law and Organizational Ergonomics: Prevention of Workplace Harassment and Burnout Syndrome Through the Contribution of Karasek's Demand-Control Model*, adopts a theoretical and bibliographical research approach from a legal perspective. The study concludes that ergonomics specialists must guide workers and managers in understanding the three dimensions of Karasek's model to safeguard human dignity and create a healthy work environment. It also acknowledges that organizational ergonomics can help transform toxic workplace cultures and improve overall organizational climate.

In the cognitive aspect of ergonomics, two studies were selected. The first study, conducted by Ababou (2024), employs a descriptive analytical approach, following the steps of ergonomic intervention. The researcher sought to identify the causes of occupational stress as a psychosocial hazard within an ergonomic framework. Several tools were used, including occupational stress tests, observations, and interviews. The study concluded that role ambiguity, defined as a lack of clear information about job responsibilities, along with communication style, are among the primary causes of occupational stress.

The second study, conducted by Kalakoski (2020), examines the impact of cognitive ergonomic intervention on cognitive strain and well-being at work. The research began in August 2017, and results became available in 2020. It explores how distractions, interruptions, and mental workload contribute to declining task

performance and reduced well-being at work. The intervention applied cognitive ergonomic strategies to office work tasks and conditions. It employed an experimental approach with a control group and an experimental group and used questionnaires, interviews, and observations followed by ergonomic interventions as research tools. Through qualitative and quantitative evaluations, the study demonstrated the potential benefits of cognitive ergonomic intervention and identified the most effective evidence-based cognitive ergonomic practices for enhancing work performance in cognitively demanding tasks.

5. CONCLUSION

Ergonomics plays a crucial role in diagnosing, preventing, and reducing occupational hazards. In this study, we explored its contributions specifically to the prevention and mitigation of psychosocial risks. Our findings indicate that:

- Studies on ergonomics and psychosocial risks are relatively scarce compared to research on other occupational hazards.
- Some ergonomic studies address psychosocial risks, but only as a secondary focus.
- Ergonomic interventions, whether organizational, physical, or cognitive, prove to be effective in mitigating risks over the long term.

Therefore, it is essential to intensify efforts and research in this field to ensure that both workers and employers operate in a safe environment that promotes mental, psychological, and physical well-being.

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