

**Satisfaction level of the quality of working life: a research with professors of the administration course of a private higher education institution in Juiz De Fora (Brazil)**

**Grau de satisfação da qualidade de vida no trabalho: uma pesquisa com os docentes do curso de administração de uma instituição de ensino superior particular de Juiz De Fora - MG**

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**ABSTRACT**

In recent decades the Quality of Working Life (QWL) has been valued in the organizational environment as in academic research, to understand the importance of workers in organizational development and growth. In this perspective, this study aims to determine the professors' perception, in the administration course of a private Higher Education Institution (HEI), in relation to QWL. The bibliographical research and quantitative research methods are used in this study, especially the factor analysis that complements the data analysis. The research instrument includes 38 questions, which

are developed based on eight categories for QWL established by Walton (1973). The tabulation of responses was performed with Microsoft Office Excel 2010® and IBM-SPSS software, immediately after the end of the questionnaires. The completion of the work indicates a broad satisfaction of teachers with regard to QVT, with the exception of the lack of indirect remuneration and the low incentive of the research organization for the qualification of teachers.

**Key words:** Quality of life at work, Professors of higher education, Factor analysis.

## RESUMO

Nas últimas décadas a Qualidade de Vida no Trabalho (QVT) tem sido valorizada tanto no ambiente organizacional quanto nas pesquisas acadêmicas, por compreenderem a importância dos trabalhadores no crescimento e no desenvolvimento organizacional. Nesta perspectiva, este estudo tem como objetivo verificar a percepção dos docentes, do curso de Administração de uma Instituição de Ensino Superior (IES), em relação à QVT. A pesquisa bibliográfica exploratória e a pesquisa quantitativa foram os métodos utilizados neste estudo, com destaque para a análise fatorial que complementou a análise dos dados. O instrumento de pesquisa utilizado contempla 38 questões, sendo estas desenvolvidas com base nas oito categorias para QVT estabelecidas por Walton (1973). A tabulação das respostas foi executada com a utilização dos *softwares Microsoft Office Excel 2010® e IBM-SPSS®*, após a aplicação dos questionários. A conclusão do trabalho indica a satisfação dos docentes no que se refere a QVT, com exceção da falta de remuneração indireta e do baixo incentivo da organização pesquisada para a qualificação dos docentes.

**Palavras-chave:** Qualidade de Vida no Trabalho, Docentes do ensino superior, Análise Fatorial.

## 1 INTRODUCTION

In the last decades, work has been undergoing great changes because of the competitiveness in business market, economy, social relations and technology. These transformations influence the way organizations plan their actions in a competitive environment, focused on productivity. In Higher Education Institutions (HEI), therefore, the professors' work was also modified by these contemporary trends.

Consequently, the concern with QWL and the worker's wellbeing have been intensified, once the dissatisfaction with QWL is an issue that affects most of social actors, regardless of their job. This dissatisfaction is damaging for both worker and organization. For that reason, the managers usually search for manners to reduce it, in all organizational levels (WALTON, 1973).

In this perspective, there is a search for professionals who adapt themselves to the requests of the "world" of contemporary work and competitive market. As a result, QWL conquers a new space with an aspect inherent to the competitiveness process along with wellbeing in the institutions (LIMONGI-FRANÇA, 2011).

Regarding this new setting of work relations, the objective of the present study was to assess the level of satisfaction of the professors of the administration course in a private HEI, regarding the QWL.

To achieve the objective proposed, an exploratory, bibliographic research was performed, aiming the need of broadening the theoretical base about QWL and its specificities. Another methodological procedure adopted was the implementation of a quantitative research, performed with twenty-one professors of the administration course. It should be stressed that the research instrument of this investigation was built based on Walton's (1973) model and the factorial analysis was used to complement the data analysis.

At the end, this study concludes that the investigated professors were satisfied with almost all dimensions assessed, with exception of the indirect salaries and incentives to professional qualification. Other important point is that factorial analysis contributed to enrich this study investigation and set correlations that, in the future, might guide new studies and programs of QWL.

## **2 QUALITY OF WORKING LIFE (QWL)**

Contemporarily, QWL is seen as one of the fundamental factors of organizational success, taking into account that the consumer market and the work environment are increasingly valuing the application of this concept. The organizations prioritize intrinsic actions that aim the employees' wellbeing and health, since they understand people's relevance in the organizational processes (CONSTANTINO *et al.*, 2015).

This appreciation and utilization of QWL concepts and programs, in both organizational and academic environment, are due to the understanding that "on the fringe of the 21<sup>st</sup> century, work is not painless for its main protagonists (workers) and not even neutral for the effective functioning of the organizations" (FERREIRA, 2015, p. 131). In this context, Ferreira and Torres' (2015) research mentions the emergency of a reflection, and application of effective QWL practices, regarding the disturbing picture of accidents related to work and costs inherent to leaves, for both the company itself and the public sphere.

To Rosa (2015) the inversion of the Brazilian age pyramid, that is, the major amount of people being adults and elderly, also contributed to reinforce the role of QWL, since it becomes necessary to assess the individual in relation to its labor capacity, regarding the performance of physical, mental, functional and social activities.

In this article, the concept of QWL adopted is presented by Limongi-França (2015, p. 19) who affirms that "Quality of Working Life is the set of choices of wellbeing that aims the dynamic and equal balance of human being's many needs, in the biologic, psychologic, social and organizational aspects". This broad positioning about the dimensions that interfere in QWL meets the concept adopted by the World Health Organization (WHO) which, from 1986, expanded the understanding about health as a complex wellbeing system and not only the absence of disease. Therefore, this

article is based on the Biopsychologic and Organizational propose elaborated by Limongi-França in 1996, since this concept includes the biologic, psychologic and social fields, and also introduces this understanding in the organizational aspect (LIMONGI-FRANÇA, 2015). Chart 01 presents the four aforementioned dimensions:

**Chart 01:** The biopsychologic and organizational dimensions

DIMENSION	CONCEPT
BIOLOGIC	Physical characteristics inherited and acquired, as well as metabolic (eating, physical activities) and ergonomic aspects. Referring especially to healthy habits.
PSYCHOLOGIC	Affections, emotions, memory, desires, personality and needs. It is especially based on self-esteem and appreciation.
SOCIAL	Beliefs and shared values, coexisting in groups and having affinity, support and access to social and economic conditions.
ORGANIZATIONAL	Mission and values of the organization, technology, market and management demands, productivity and leaderships. It is especially represented by healthy leaderships, communication and productivity.

Source: Adapted from Limongi-França (2015).

The inclusion of the organizational dimension becomes relevant to the QWL context, regarding the need of a systemic view on the individual, and also the understanding that the management of organizations influences, and must change, the current work condition.

In the perspective presented by Ferreira (2006 *apud* Medeiros e Ferreira, 2015) QWL presents two distinct and interdependent focuses: organizational and individual. The organizational aspects include the guidelines and rules of the company, social and professional relations that aim a promotion of the individual's and the team's wellbeing, as well as the development of each worker. Regarding the focus on the subjects, QWL:

It is expressed by global representations that they build on the context of production in which they are in, indicating the predominance of wellbeing experiences at work, and also institutional and collective appreciation, possibility of professional growth and respect to individual characteristics (FERREIRA, 2006 *apud* MEDEIROS; FERREIRA, 2015, p. 172).

On that account, the individual and organizational actions must be connected, however, a large part of the investigations reveal the focus of many organizations is the subject, which means, the individual's capacity of adapting to the work and continuing to be functional when dealing with the everyday activities. Given this, only a few organizations work in a preventive way and change their own conditions and work processes with the goal of eliminating the cause of negative factors that are dangerous to the employer's QWL (FERREIRA, 2006 *apud* MEDEIROS; FERREIRA, 2015).

For this purpose, authors as Fernandes (1996) demonstrate concern on the possibility of QWL programs becoming only ways of alienating workers and not reinforcing a largely known purpose on the health and wellbeing at work.

For this reason, it is understood that QWL can be a way of increasing the productivity of the company, if it is elaborated in the correct way and practiced based on the understanding of its real function for the organization's whole development and the subjects. It is understood that employees need good work condition, in order to guarantee a continuous improvement of the activities performance and, particularly, the QWL programs must be suggested with the employees' participation and not just by the organization's board. The objective meets an organizational culture that prioritizes and spreads the aspect of employees' wellbeing, observing the variables that influence on both the individual's behavior in relationships, and a propitious environment that values life quality.

In spite of this, QWL effective management is, currently, a politic and organizational challenge. It is a politic challenge because of the lack of policies, laws and qualified specialists regarding restructuring actions of the work processes (LIMONGI-FRANÇA, 2011).

## 2.1 QWL PROPOSE EVOLUTION

The concern on QWL is not exclusive to the current context, as since the beginnings of civilization the individuals always searched ways to ease the efforts to survive. Accordingly, Sant'Anna, Kilimnik and Moraes (2011, p. 3) state that "History and Paleontology, for instance, give innumerable evidences proving that since the ancient times, man tries to develop artifacts, tools and methods that allow to ease the damages resulting from work".

To Rodrigues, QWL is a concern to the human being since the beginning of its existence, always with the goal of preserving personal health. The author still mentions Euclid of Alexandria's teachings, in 300 b.C., with geometry principles about the improvement of agricultural work, and also Archimedes' law of the lever (287 b.C.), that had the purpose of easing the workers' labor.

With Industrial Revolution, and the evolution of administration as a science, a movement was initiated, eminently motivated by economic points, on the work conditions and employees' satisfaction, however, the studies were reduced to the relation between remuneration and employees' satisfaction. Whereas, in promoting the fragmentation of work and transforming the individual in a mere tool of the engine of the production system, taylorist methods provoked an increase of absence levels, sabotages, strikes and various conflicts, causing a decrease of productivity and profit in companies (SANT'ANNA, KILIMNIK E MORAES, 2011).

From the studies of the Human Relations Movement, experiences were developed signaling that the individual has very complex characteristics and the psychological, behavioral and social factors are part of their dynamic (SANT'ANNA, KILIMNIK; MORAES, 2011).

Mayo's researches present the following inferences: work is a group activity, the worker is a person whose attitudes and efficiencies are conditioned by the social demands, and the group collaboration does not happen by accident, it must be planned and developed (RODRIGUES, 1999). On that account, from the 50's and 60's it was acknowledged that QWL had its origin in the behavioral approach (SANT'ANNA; KILIMNIK; MORAES, 2011).

Paschoal and Medeiros (2015, p. 134) highlighted that since the late 60's there is a discussion on the concept of QWL, therefore "initially the phenomenon was considered a variable, and by consequence transformed into an approach, a method, a movement and, finally, a panacea for all organizational problems" (PASCHOAL; MEDEIROS, 2015, p.134).

On the behavioral approach there are many theories about motivation: Maslow's hierarchy of needs, Herzberg's two-factors theory, X and Y by McGregor. They assume that, through adequate opportunities and stimulation, people start to perform their activities with more motivation, so that it is a driving force to guide the behavior to reach the organizational goals (RODRIGUES, 1994).

Nadler and Lawler (1983) performed an analysis of the movement evolution regarding QWL and concluded that, initially it was understood as an individual reaction and, later, as a bond of cooperative projects of work, as such, it began to be understood as a way to enrich the work environment and to reach higher levels of productivity and satisfaction (SANT'ANNA, KILIMNIK E MORAES, 2011).

Limongi-França *et al* (2010) states that the QWL movement in Brazil has Eda Fernandes as its precursor in the early 90's. Her first book on the theme was released in 1992, where the author mentions the expression QWL, that is associated with the improvement of work conditions, leisure programs, appropriate facilities and, overall, the individual's set of benefits.

Currently, there is a questioning on the real function of QWL and what is its contribution to society. Limongi-França (2011) questions this issue: if QWL is the consequence of modern life pressure to adapt to the globalized life, if it is a need or just a post-industrial trend.

This new social reality, however, shows that the world of work has been undergoing deep changes that are related to the economic, social, politic, demographic and technologic conditions (ZANELLI, 2010) that cause the companies' greater concern about QWL, with behavioral patterns that produce effects on the organization's structure and functioning. On that ground, creating spaces of politic discussions and thinking about the worker as a social element who is conscientious about its rights, socially responsible, which values the individual and collective knowledge.



**2.2 QWL MODELS**

By reading academic articles and other literatures on QWL, it was noticed that many researchers have been dedicating themselves in the elaboration of models that seek to assess QWL, among which there are: Hackman & Lawrence (1971); Walton (1973); William Westley (1979); Nadler & Lawler (1983); K. Davis & W. Werther (1983); Huse & Cummings (1985) and Samir & Salomon (1985). However, the choice was to work with Walton's (1973) model which is highlighted due to its broad use by researchers of the field, and the fact that it includes a considerable large set of dimensions in QWL investigation.

**2.2.1 Walton's (1973) model**

Walton (1973), aiming to offer a QWL investigating model, establishes eight categories and dimensions, such as: adequate and fair compensation; safe and healthy working conditions; immediate opportunity to use and develop human capacities; future opportunity to growth and job stability; social integrity in the organization; constitutionalism; work and total life span; social relevance of work life. Chart 02 presents Walton's (1973) model, as well as its categories, dimensions and sub-dimensions.

**Chart 02:** Walton's (1973) QWL investigating model

<b>CATEGORIES</b>	<b>DIMENSIONS</b>	<b>SUB-DIMENSIONS</b>
1. Adequate and fair compensation	1.1 Appropriate income regarding labor; 1.2 Internal equality; 1.3 External equality.	It is about the workers' perception regarding remuneration. According to Walton (1973) the fair and appropriate compensation can be seen through different perspectives: regarding the salary; the responsibility and experience; abilities; appropriate and honest compensation.
2. Safe and healthy work conditions	2.1 Working hours; 2.2 Safe and healthy physical environment.	Work conditions establish reasonable timetable, keeping physical conditions that avoid damages in the worker's health and safety.
3. Immediate opportunity to use and develop human capacities	3.1 Autonomy; 3.2 Task meaning; 3.3 Task identity; 3.4 Variety of abilities; 3.5 Feedback.	Make opportunities for personal growth according to the worker's competences, as well as establishing the personal and professional challenge in the plan of the worker's position.
4. Future opportunity for continuous growth and job stability	4.1 Career possibility; 4.2 Professional growth; 4.3 Employment stability.	Offer to the individual career opportunity, continuous education and the use of knowledge.
5. Social integrity in the organization	5.1 Equality of opportunities; 5.2 Relationship; 5.3 Community mindset.	Respect to races, faiths, lifestyles and physical appearances, providing an environment with no prejudices.

6. Constitutionalism	6.1 Respect to general laws and labor laws; 6.2 Personal privacy; 6.3 Freedom of expression; 6.4 Rules and routines.	Defend social actors' legal rights and duties; defend privacy, free positioning, fair treating and freedom of expression.
7. Work and total life span	7.1 Balanced role at work.	Provide and stimulate positive effects in other spheres: relationship with family; community spaces, work-life balance, career balance, promotion and quality of working life.
8. Social relevance of work	8.1 The company's image; 8.2 Social responsibility for the services; 8.3 Social responsibility for the employees.	Actions referring to environmental preservation, social relationship and local development, stimulating job creation.

Source: Adapted from Walton (1973).

On that ground, Sant'Anna Kilimnik and Moraes (2011) reinforce that the increase of workers' perception regarding the dimensions presented in chart 02, allows to establish priorities and action programs capable of elevating the QWL at work.

### **3 PRIVATIZATION OF HIGHER EDUCATION IN BRAZIL**

Brazil has undergone several changes in the teaching field, especially after the Law of Guidelines and Basis of National Education (LDB 9394/96), in its article 43 subsection VI, which states that higher education "has the objective of stimulating knowledge and current problems of the world, especially the national and local ones, providing specialized services to the community and establishing a relation of reciprocity with it" (MEC, 2014).

As such, higher education takes up a strategic position in the social and economic development, because of its relation with processes of work, knowledge spreading and qualification of professionals who improve economy, therefore making changes in society. According to a survey performed by MEC (2014) 3,110,848 students entered undergraduation courses, 82.3% of them in private institutions (2,562,306), while 548,542 entered public institutions. The public network, however, has the greatest number of enrollment when it comes to graduation courses, which enhances the increase of professionals in the field of education.

Such changes resulted in a great advertising increase to private higher education, according to data from the Ministry of Education. This is an advancing situation that reflects directly in the professors' activities (in their lifestyle and wellbeing). According to Hagemeyer (2004), professors, in the last few decades, face a process of appreciation/depreciation and loss of identity, caused by the deterioration of work and pressure due to the new technologies (LIPP, 2012).



Nonetheless, it should be emphasized that the depreciation of work, due to the constant transformations, have influenced the QWL of higher education professors and reflects in what Návoa (1995) understands as professors' unease.

Accordingly, it is understood that the aspects that permeate work environment must be identified in the search for better QWL. Thus, QWL consists in providing work humanization, intensifying the workers' wellbeing in their gradual participation in daily decisions and problems. Therefore, creating a sense of autonomy, elevating and intensifying the educator's work (ROHDE, 2012).

#### **4 METHODOLOGY**

The research methodology is, according to Gil (2010), a set of actions proposed to find the solution for the problem, based on scientific, rational and systematic methods.

This study is based on an exploratory, bibliographic research, that aims to gather and compile relevant concepts to guide the empiric research of this study (VERGARA, 2007).

Also, a quantitative research was performed, which according to Silva and Menezes (2005), aims to translate the opinions and information into percentages to ease the analysis of a certain phenomenon. For this reason, a questionnaire was applied to twenty-one professors who worked in the undergraduation administration course of the institution characterized in topic 4.1. The research is defined as census, because it refers to the total population of the mentioned course (MALHORTA, 2012).

##### **4.1 RESEARCH LOCAL**

The HEI researched was founded in 1889 and it is a non-profit philanthropic institution, situated in the economy sector. It is located in the city of Juiz de Fora (MG) and offers from child education to graduation. The referred HEI has the mission of offering quality teaching, aiming the integral qualification of its students in the academic and scientific field.

##### **4.2 RESEARCH INSTRUMENT, DATA COLLECT AND ANALYSIS**

The research instrument used has, including the initial characterization of students, 38 questions. They were developed based on eight QWL categories established by Walton (1973).

The questionnaire is displayed in Likert scale, which allowed the person to give each question a value from 1 to 5, where 1 is very dissatisfied, 2 is dissatisfied, 3 is neutral, 4 is satisfied and 5 is very satisfied (MALHORTA, 2012).

The research instrument was applied to the professors of the undergraduation course of administration, in person, aiming to explain the objective of the research and answer any doubts that they could have during the data collection.

The tabulation of the answers was executed using *Microsoft Office Excel 2010® e IBM-SPSS®*. The frames presented in the analysis of this research show the percentages that each professor gives to each dimension.

A factorial analysis was performed in order to verify the existing correlations between the researched dimensions. Regarding the factorial analysis, it is possible to consider that the dimensions have high correlation when the value researched is equal or superior to 0.900, average correlation equal or superior to 0.600 and low correlation when the values found are not higher than 0.599 (MALHORTA, 2012).

## 5 DATA ANALYSIS

### 5.1 INTERVIEWEES' PROFILE

The teaching staff researched mainly consists of male professionals, with representation of 57.1% of the total investigated. Regarding marital status, 81% are married, 14.3% are single and, finally, 4.8% are separated or divorced. Also, 85.7% have at least one kid.

Regarding age range, the interviewees are in average 39.09 years old. As for working hours, the professors work in average 16.04 hours per week. Concerning their qualification level, 57.1% are masters, 33.3% are specialists and 9.52% are doctors. Finally, it was observed that among the interviewees, the average duration of the contract with the HEI is superior do five years.

### 5.2 RESULTS RELATED TO THE APPROPRIATE AND FAIR COMPENSATION

Regarding the first set of questions, which were tests, the chart 03 presents the answer percentage belonging to the group appropriate and fair compensation.

**Chart 03:** Appropriate and fair compensation

DIMENSIONS	VERY DISSATISFIED	DISSAT ISFIED	NEUTRA L	SATISFI ED	VERY SATISFIED
Regarding the salary earned considering personal, social and economic needs.	0.00	9.52	9.52	66.67	14.29
Regarding the salary earned, such as: food stamps, health insurance, private pension fund, profit sharing and others.	19.05	14.29	19.05	19.05	28.57

The salary of my position compared to the existing salaries in the market.	0.00	9.52	9.52	66.67	14.29
My remuneration compared to the responsibilities and assignments that I have.	0.00	9.52	28.57	47.62	14.29

**Source:** Created by the authors.

In chart 03, most of the interviewees (66.67%) are satisfied with the salary earned, as well as they believe the salary corresponds to the existing average in private universities. Also, 61.91% of the interviewees believe the remuneration is compatible with the responsibility of the activities they execute. However, 30.95% are dissatisfied or very dissatisfied with items such as food stamps, health insurance and indirect salaries.

According to Walton (1973), appropriate and fair compensation must be joined with the organization's economic growth, and provide both direct salary and indirect (benefits), as well as the increase of performances to its workers.

A high correlation (0.929) is observed between the dimensions "earned salary" and "The salary of my position compared to the existing salaries in the market". Thus, the majority of the professors are satisfied with their salaries.

### 5.3 RESULTS RELATED TO WORK CONDITIONS

Chart 04 presents the quantitative results of the research regarding the category work conditions.

**Chart 04:** Work conditions (%)

DIMENSIONS	VERY DISSATISFIED	DISSATISFIED	NEUTRAL	SATISFIED	VERY SATISFIED
Working hours and their relation to the tasks performed	0.00	9.52	0.00	71.43	19.05
Work load and stress level during the working hours	4.76	14.29	14.29	47.62	19.05
Physical space and resources available at work, with appropriate conditions to perform activities that contribute to reduce to a minimum the health risks and damages.	4.76	4.76	4.76	52.38	33.33

**Source:** Created by the authors.

Regarding the working conditions, most of the interviewees were satisfied with the dimensions in this category. Thus, 71.43% of the interviewees affirm that they are satisfied, and 19.05% are very satisfied with the working hours. According to 66.67% of the professors researched the stress felt with the work load does not reach an exhausting level, that is, they are at least satisfied. Finally, 85.81% of the interviewees believe they have a sufficient physical space and materials to perform well their jobs.

The factorial analysis developed reveals that there is an average correlation (0.829) between the working hours and the development of activities and the fact that the employees have appropriate work place and sufficient material to perform their tasks. Thus, there is an indication that the more appropriate the environment and the available material for professors to work, the more the professors will feel that the working hours are sufficient to the execution of the activities and that the work itself does not cause health damages.

#### 5.4 RESULTS RELATED TO THE OPPORTUNITY OF USE AND DEVELOPMENT OF HUMAN CAPACITY

Regarding the opportunity of use and development of the capacity of the researched professors, chart 05 presents the obtained data.

**Chart 05:** Opportunity of using and developing human capacity (%)

<b>DIMENSIONS</b>	<b>VERY DISSATISFIED</b>	<b>DISSATISFIED</b>	<b>NEUTRAL</b>	<b>SATISFIED</b>	<b>VERY SATISFIED</b>
The possibility of using varied abilities and knowledge in the work performance	0.00	0.00	9.52	57.14	33.33
Freedom and autonomy to plan and develop your activities	0.00	0.00	9.52	47.62	42.86
The opportunity to perform tasks from beginning to end, completely, so that the work represents something meaningful to yourself and also for other people inside and outside work.	0.00	4.76	14.29	38.10	42.86
Appreciation of work done with quality.	0.00	0.00	14.29	47.62	38.10

**Source:** Created by the authors.

Out of the interviewees, 57.14% affirmed they are satisfied and 33.33% are very satisfied with the possibility of using various abilities and knowledge to execute their jobs, as well as they think

they have freedom and autonomy to plan their activities. The amount of 80.96% of the interviewees believe they can develop their activities from beginning to end, therefore, this form of execution makes the work meaningful for those who perform it. Finally, 85.72% of the professors are satisfied with the appreciation of the work they develop.

Therefore, the results state what is displayed in Walton's (1973) model, that there is appreciation of the individual, substantial freedom, independency and description in the planning and execution of the work.

It is perceived that there is an average correlation of 0.670 between the dimension freedom to plan the activities and the opportunity to initiate and finish the executed tasks. On this ground, is it indicated that the greater the professors' freedom and autonomy to plan their functions, the more these professionals will start and end an activity, so that the work will gain more and more meaning for the one who executes it.

## 5.5 RESULTS RELATED TO THE OPPORTUNITY OF GROWING AND SAFETY

Chart 06 presents the results of the four dimensions that belong to the category of opportunity for growth and safety.

**Chart 06:** Opportunity for growth and safety (%)

DIMENSIONS	VERY DISSATISFIED	DISSATISFIED	NEUTRAL	SATISFIED	VERY SATISFIED
Opportunity for growth in the career offered by the company.	0.00	19.05	28.57	33.33	19.05
Job stability	4.76	14.29	28.57	33.33	19.05
Company's investment in its workers' training and qualification	0.00	28.57	23.81	33.33	14.29
Trainings needed and available for the performance and quality of the work	0.00	23.81	23.81	42.86	9.52

**Source:** Created by the authors.

Regarding the opportunity for career advancement and job stability 33.33% stated they are satisfied and 19.05% are very satisfied. As for the company's investment in the qualification of its employees 28.57% admit they are dissatisfied and 23.82% were neutral in this aspect. However, 52.38% of the professors recognize they have the training needed to perform a quality job.

In the dimensions assessed in chart 06, the factorial analysis indicates an average correlation (0.823) between the investment the organization makes aiming the qualification of its employees and

the availability of trainings offered by the company, so that these dimensions refer to performing a quality job.

## 5.6 RESULTS RELATED TO THE SOCIAL INTEGRITY IN THE ORGANIZATION

Chart 07 presents the results obtained in the category social integrity in the organization.

**Chart 07:** Social integrity in the organization (%)

DIMENSIONS	VERY DISSATISFIED	DISSATISFIED	NEUTRAL	SATISFIED	VERY SATISFIED
Equality of opportunities with no kind of prejudice or discrimination.	0.00	4.76	14.29	52.38	28.57
Relationship with co-workers and mutual respect and support.	0.00	0.00	0.00	42.86	57.14
Relationships with superiors	0.00	0.00	9.52	42.86	47.62

**Source:** Created by the authors.

In the category social integrity in the organization, in all dimensions assessed, more than 80% of the workers affirmed they are satisfied or very satisfied, so that the dimensions evaluated equality and opportunity at work, the respectful relationship between co-workers and, finally, the relationship with the superiors. It is important to mention that the factorial analysis did not present a significant correlation between the dimensions assessed in chart 07.

## 5.7 RESULTS RELATED TO CONSTITUTIONALISM

Chart 08 presents the results of the penultimate category investigated, constitutionalism.

**Quadro 08:** Constitucionalismo (%)

DIMENSIONS	VERY DISSATISFIED	DISSATISFIED	NEUTRAL	SATISFIED	VERY SATISFIED
Organization's respect for the workers' legal rights.	4.76	4.76	4.76	57.14	28.57
Impartial treatment in situations and decisions referring to employees, and absence of favoritism	4.76	4.76	19.05	38.10	33.33
Company's respect for its employee's privacy and freedom of expression	4.76	4.76	9.52	42.86	38.10

**Source:** Created by the authors.



According to 85.71% of the researched professors, the institution to which they work has respect to its employees' rights and positioning. The amount of 71.43% of the investigated are at least satisfied with the institution taking decisions impartially and with no favoritism. Finally, 80.96% of the interviewees are satisfied with the respect the company maintains regarding its employees' freedom of expression and privacy.

It is noticed in the factorial analysis that there is a high correlation (0.902) between company's the impartial treatment with no favoritism and the respect that it maintains regarding its employees' privacy and freedom of speech. Thus, the importance of the company's respect towards the employees' opinion is highlighted, regarding many situations, and do not treat them differently for this reason.

## 5.8 RESULTS RELATED TO THE WORK AND TOTAL LIFE SPAN

The dimensions that belong to the category work and total life span are presented in this chart 09.

**Chart 09:** Work and total life span (%)

DIMENSIONS	VERY DISSATISFIED	DISSATISFIED	NEUTRAL	SATISFIED	VERY SATISFIED
Preservation of personal life and resting hours with no interference of the company	4.76	0.00	4.76	61.90	28.57
Balance between time dedicated to work and personal life.	0.00	14.29	0.00	52.38	33.33
Respect to the stability and predictability of schedule.	0.00	9.52	9.52	47.62	33.33

**Source:** Created by the authors.

Out of the professors assessed, 61.90% stated that they are satisfied and 28.57% are very satisfied with the time they have for personal life and rest. This finding is confirmed when 85.71% of them affirmed that they are at least satisfied with the balance they have between work and personal life. Finally, 80.95% of the interviewees are satisfied with the respect the institution has towards stability and predictability of the schedules.

Work must not absorb all the space of the worker's life, making him left aside his family life, leisure activities and community living (WALTON, 1973). The importance of balance between work demands and privet life is highlighted.

It was found, with factorial analysis, an average correlation (0.788) between the dimensions work-life balance and the institution's respect to stability and predictability of the schedule.

Therefore, the institution's respect to stability and predictability of the schedule is crucial for the professors to maintain work-life balance.

## 5.9 RESULTS RELATED TO SOCIAL RELEVANCE OF WORK

Chart 10 presents the results of the category social relevance of work in life.

**Chart 10:** Social relevance of work in life (%)

DIMENSIONS	VERY DISSATISFIED	DISSATISFIED	NEUTRAL	SATISFIED	VERY SATISFIED
Company's credibility regarding society and the pride of working there.	0.00	0.00	0.00	52.38	47.62
Company's social responsibility, taking into account aspects as preoccupation in solving problems of the community and not causing damages.	0.00	0.00	23.81	57.14	19.05
Appreciation of your work, considering the importance that they give to it.	0.00	4.76	9.52	61.90	23.81

**Source:** Created by the authors.

Out of the interviewees, 52.38% affirmed they are satisfied and 47.62% are very satisfied with the credibility of the institution they work in, through the eyes of society and feel proud of working there. Also, 76,19% of the professors are satisfied with the company's rules of social responsibility, as well as its availability in solving social problems and not making them worse. Finally, 85.71% of the interviewees affirmed they are satisfied with the appreciation of their jobs. It is noticed that in the dimensions belonging to the category exposed in chat 10, the factorial analysis did not show any significant correlation.

## 6 FINAL CONSIDERATIONS

It is known that, in the last decades, work has been undergoing several alterations in many senses, so that the competition and the constant search for productive efficacy are some of the reasons that cause and intensify this phenomenon. On this ground, the profession of the professor follows this tendency.

Regarding this picture described above, it is observed that QWL has been increasingly discussed among researchers and professionals in the field, since this factor is proven to contribute to the success of the organizations of many fields.

Therefore, the present study aimed to verify, through a quantitative analysis, the perception of the professors of the administration course of a HEI, regarding QWL.

In a wide perspective, the data analysis exposed in the previous chapter demonstrates that the interviewed professors are satisfied with most of the analyzed dimensions. However, it is noticed that the greatest levels of dissatisfaction are regarding indirect remuneration, which means, benefits as food stamps, health insurance, among other programs belonging to this group. Other dissatisfaction factor of the professors is the lack of organization's incentive to their qualification.

The factorial analysis developed in this article allowed to deepen the data analysis, as well as verify the correlations between the dimensions researched. Therefore, the present study has a considerable relevance when it proposes correlations that, in the future, can guide the development of programs and studies about QWL, the establishment of a culture that appreciates the human potential, as well as create an environment favorable to creativity, respect to the individual and communication between both sides.

Lastly, from the factorial analysis developed, it is possible to conclude that the professors' gender does not have any correlation with the dimensions analyzed, which means, the analysis present in this study are independent from the interviewees' sex.

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