Quality of Work Life in Higher Education Institutions

Daniele Krauze Boone (Corresponding author)

Bachelor in Administration. Federal University of Rondônia, Brazil. Email: danikrauze@gmail.com

Estela Pitwak Rossoni

Doctor in Management. Researcher of GEITEC and GEPSCAL UNIR/CNPq UNIR, Brazil. Professor of Dept. from Accounting Sciences, Federal University of Rondônia,
Rondônia, Brazil. Email: estelapr@unir.br

Rogério Simão

Master in Administration. Professor from Dept. of Accounting Sciences, Federal University of Rondônia, Brazil. Email: rogerncgoo@unir.br

Flávio de São Pedro Filho

Post-Doctor in Management and Economics. Coordinator and researcher of GEITEC/UNIR/CNPq, Brazil. Professor from Dept. of Administration, Federal University of Rondônia, Brazil. Email: flavio1954@gmail.com

Marcos Tadeu Simões Piacentini

Master in Administration. Professor from Dept. of Administration, Federal University of Rondônia, Brazil. Email: marcos.piacentini@unir.br

Alexandre Leonardo Simões Piacentini

Master in Administration. Professor from Dept. of Forest Engineering, Federal University of Rondônia, Brazil. Email: piacentini@unir.br

Abstract

The quality of work life, whether in the public or private institution, aims to promote well-being for employees, so that they can perform their activities satisfied and motivated, thus contributing to an excellent organizational performance. This study is a review of the literature on the quality of life at work, in which approaches and applications were sought from public servants, especially from Higher Education Institutions. For that, bibliographic research was carried out, with an exploratory and descriptive character, with a qualitative approach and deductive method. The collection of data in front of the compiled and localized scientific works focused on the identification of existing models, among which Walton was considered the most adequate and therefore, with higher utility for the future study of deepening in an application with public servants of Higher education institutions. This model includes a structured questionnaire with eight criteria: social relevance of work life, use of skills, working conditions, social

integration in the organization, work, and total living space and constitutionalism, fair and adequate compensation and opportunity for growth. It is understood that new research applied in this sense, help the managers of the HEIs studied in the decision making aimed at promoting improvements to the Quality of Life at Work.

Keywords: Institution of Higher Education; Quality of Work Life; Walton Model

1. Introduction

The scenario in which the organizations are inserted is marked by intense and accelerated changes, from which the organizations expect of their worker's speed, mobility, innovation and changes (Robbins, Decenzo & Wolter, 2014), acceleration that can be perceived at any moment.

To keep the work environment in harmony with this scenario and to meet employees' demands for satisfaction, contemporary organizations, to remain competitive and globalized, present their human capital as the most significant differential.

Such organizations are also continually seeking quality in their products and services, and they must synergistically combine these variables to achieve their objectives. With this, they are increasingly interested in providing employees satisfaction, to maintain excellent organizational performance. In this context, quality of work life (QWL) is linked to the search for employee satisfaction and the excellence of products and services (Batista, Antunes & Lizuka, 2012).

The concern with the QWL is no less relevant when it comes to public organizations. Although the general manager finds specific difficulties in implementing QWL plans, due to being linked to legal issues, limits on investments, job structure and server career, among others, it is essential that the public service adopts strategic measures that promote quality management of life in the work of its employees, because this action will collaborate to improve the well-being of these workers, besides benefiting the whole society and the public sector itself (Amorim, 2010; Garcia, 2010; Piacentini, 2017).

2. Justification and Objectives

In view of the relevance of the activities carried out by both the teacher and the technical-administrative staff, and considering the demands and demands that fall on them, as well as the lack of scientific studies involving them and relating them to QWL, this study was directed to contribute the knowledge and understanding gap in the context of the public service, especially on applications in HEI of the Cacoal campus of UNIR, making possible information for decision making pertinent to the managers of the researched institution as well as others who are concerned about the subject and search for replicate this research or take advantage of the ideas presented here.

Therefore, it was chosen as the objective of the study: to analyze from the scientific literature applications for measuring the levels of satisfaction of Quality of Work Life with public servants and, possibly, specifically of Higher Education Institution.

3. Theoretical Review

In this topic, two topics are described that provide the theoretical basis for this research, which is distributed as follows: the first covering concepts of the term Quality of Work Life and the main existing and most used models to evaluate Quality of Work Life. Life at Work, and the second comprising research on QWL in higher education.

3.1 Quality of Work Life - QWL

The following manifestations of workers during the 20th century stimulated researchers from several areas to investigate the QL phenomenon in the workplace, which later gave rise to the new indicator: Quality of work life (Pedroso, 2014).

Through research and interventions in companies, the term QWL has undergone several adaptations, and the formulation of its concept has evolved and, over time, has gained new perspectives from authors who contribute to complementary approaches to the term (Pinto, Paula & Boas, 2012).

Fernandes (1996), in the attempt of a conceptualization, exposes the need to have a "dynamic and contingency management." A dynamic management because an organization that aims to adopt a set of actions, with the intention of introducing improvements in the work environment, needs to consider that both the organization itself and the individuals change constantly; "[...] and it is contingent because it depends on the reality of each company in the context in which it is inserted" (Fernandes, 1996: 46).

The QWL is constructed from the moment one sees the whole person, an approach known as biopsychosocial, originated from Psychosomatic Medicine, which suggests an integrated and holistic view of the human being, according to Limongi-França (2004). Thus, the author states that "every person is a biopsychosocial complex, that is, has biological, psychological and social potentialities that respond simultaneously to the conditions of life" (Limongi-França, 2003, p.26).

Pilatti and Bejarano (2005: 89) point out some concepts that are fundamental to the QWL: they are: employee participation in decisions that affect the performance of their functions; restructuring of tasks, structures and systems so that they offer greater freedom and satisfaction at work; compensation systems that value work fairly and according to performance; adaptation of the working environment to the individual needs of the worker; satisfaction with work. While for Garcia (2010: 78), "QWL seeks to rescue the humanization of the company environment, to emphasize a greater balance between work and leisure, to seek the general well-being for the worker in all environments that are part of his days."

Among the identified models, which are described in the sequence of this research, Walton's (1973) perception about QWL was considered more adequate and useful, which suggests that the organization knows the needs and desires of its employees, since, when the individual has opportunities to use their knowledge and a chance to improve them, he is proud to carry out his work with greater autonomy leaving aside the insecurity, and thus, the QWL becomes perceptible by the collaborators.

3.2 Models for evaluation of Quality of Life at Work

Many are the concepts and models that the literature presents QWL. These models are used to identify the determinants of QWL in organizations (Garcia, 2010). Among the most prominent authors are Walton

(1973), Hackman & Oldham (1975), Westley (1979), Werther& Davis (1983), Fernandes (1996) and Limongi-France (2004). The following is a synthesis of the approaches conceived by these authors, considering the increasing chronological order, aiming the perception of evolution in time.

3.2.1 The Walton model

Richard Walton pioneered the creation of a QWL assessment model in which he sought through surveys and interviews to know dimension factors that could affect the performance of the worker in his field of action. Thus, its model is the one that contemplates a higher number of criteria, being eight, with the objective of evaluating the QWL in the organizations (Fernandes, 1996).

According to Walton (1973), regardless of the employee's occupation, job dissatisfaction is a problem that affects the majority. Which is sorry for both him and the organization. However, this problem is complex, says the author, due to the difficulty of isolating and identifying the causes responsible for affecting the QWL of the employee. In this perspective, Walton established eight criteria that influence the QWL of the employees, thus considered:

1) Fair and adequate compensation: it has the purpose of evaluating the employee's perception of the organization's payment system, taking into account work factors such as training, responsibility and working conditions (Timossi et al., 2010). In this sense, Martins (2011, 33) points out that "it is important to determine whether the professionals' incomes are adequate to the degree of effort, responsibility, and ability they perform in the organization." a fair remuneration is considered internal equity criteria (equilibrium in salary when compared to other members of the organization) and external equity (similarity of the payment received with other professionals in the labor market) (Fernandes, 1996).

2) Working conditions: "refers to the conditions of the environment and the working day, to ensure the physical and mental integrity of the worker" (Martins, 2011, p.34). It is an analysis of the reality of the work environment, based on the worker's perception of the work day he is subjected to in the organization as well as the distribution of schedules that should aim at minimizing work-related illnesses; and a physical environment that provides comfort (Fernandes, 1996).

3) Use and development of capacities: it has as a purpose the measurement of the QWL about the possibility that the worker has to apply his knowledge and aptitudes, autonomy is given to him, as well as feedback of his performance (Moreira, 2012). To the extent that the organization provides the employee with the opportunity to show his or her potential, the employee feels fulfilled and thus seeks improvements, making a collaborator satisfied. "It is a satisfactory and productive alliance between worker and organization" (Martins, 2011, 34).

4) Opportunity for growth and security: the focus of this criterion is to evaluate the career opportunity granted to employees. According to Góes et al. (2013, p.11), "the function of this category is to assess the opportunities that the organization offers for the development of its employees and stability in employment." Thus, to have professional growth, it is essential that the organization has job and salary plans, and that it has incentives to increase the knowledge and skills of its employees. (Fernandes, 1996; Martins, 2011).

5) Social integration in the organization: it involves equal opportunities, regardless of social class, racial, sexual, among other forms of discrimination (Albuquerque, 2013). Complementing the concept, Martins (2011, p.35) defines that social integration in the organization "refers to equal opportunities and interpersonal relationships and a team spirit. It involves eliminating hierarchical barriers, mutual support, interpersonal honesty, and lack of prejudice. "

6) Constitutionalism: "The existence of norms establishing the rights and duties of workers are considered as fundamental elements in the work situation" (Moreira, 2012, p.42). The purpose of this criterion is to determine whether the organization complies with labor laws and rights, norms and rules that need to be clear, objective and accepted by workers. Freedom of expression and personal privacy are also present in this category (Martins, 2011).

7) Work and total living space: "Work is present in human life during all hours of the day." (Batista et al, 2012, p. 2). In this perspective the objective of this criterion is to measure the balance between the personal life of the worker and the life in the work, not being able to absorb all the energy and the time of the collaborator causing damage to his family life, his activities of leisure and community (Fernandes, 1996).

8) Social relevance of work life: this criterion evaluates the worker's perception of the image he has of the organization, how it treats the work and the professional as a human being and the participation of the parties (organization and collaborator) in the face of social responsibility (Fernandes, 1996; Martins, 2011; Piacentini, 2017). In summary, it is the satisfaction that the employee has in working in that company.

Because it is an old model, some complaints were made to the instrument due to the language used (Timossi et al., 2010). In view of this, it is proposed that, considering its adoption in applied research, an adaptation of the Walton model be made using a more straightforward and more direct language, thus allowing the questionnaire to be applied to any individual, regardless of their level of schooling or limitation of comprehension, thus guaranteeing the achievement of accurate results.

3.2.2 The Hackman and Oldham model

The Hackman and Oldham studies show that in order to achieve good results in the personal and organizational spheres, there are three factors that influence motivation in the workplace, called the Critical Psychological States: knowledge and consequences of their work, perceived responsibility for the results of their work and perceived significance of their work (Pedroso & Pilatti, 2010).

In this way, the model was developed and based on the basic dimensions of the task. The aspects of the mission include the variety of skills, task identity, task significance, autonomy, and feedback, as they are believed to be responsible for the emergence of the three critical psychological states directly related to motivation and individual satisfaction with work (Sant'Anna, Kilimnik & Moraes, apud, Nunes, 2012).

3.2.3 The Westley Model

The model was published in 1979 in the United States. According to Westley (1979), there are four types of problems that directly affect people's lives in the workplace. These are political (insecurity), economic (injustice), psychological (alienation) and sociological (anomie) problems as described in Table 1.

Table 1. Indicators of Quality of Work Life.

INDICATORS OF QUALITY OF LIFE AT WORK			
Economic	**Political**	**Psychological**	**Sociological**
• EquitWage • Adequate Remuneration • Benefits • Workplace • Workload • External Enviroment	• Job Security • Trade Union Activities • Retro Information • Freedom of Expression • Appreciation of Position • Relationship with the boss	• Potencial Realization • Challenge Level • Development • Crieativity • Self-evaluation • Assortment of thetask • Identity with task	• Participation in Decisions • Autonomy • Interpersonal Relationship • Responsibility • Personal Value

Source: Westley adapted by Rushel (*apud* FERNANDES, 1996, page 53).

From the Westley model, QWL can be understood as a set of measures that culminated in the maximum humanization of the workplace, minimizing the four problems: insecurity (job instability), injustice (salary inequality), alienation (low self-esteem) and anomie (lack of labor legislation) (Pedroso & Pilatti, 2010).

3.2.4 The model of Werther and Davis

The main focus of the study by Werther and Davis (1983) is the valuation of positions. According to Werther and Davis apudPedroso and Pilatti (2010) although the employees have a good salary, good working conditions, and proper supervision, the activities they develop under their perspective can be tedious. "[...] is the position that most closely involves the worker." (Pedroso & Pilatti, 2010, p.120.

The model structured by Werther and Davis (1983), specifies organizational, environmental and behavioral elements as aspects that influence job design in terms of quality of work life (Fernandes, 1996), according to Table 2.

Table 2. Model of Werther and Davis (Elements of QWL)

Organizational Elements	Environmental Elements	Behavioral Elements
Mechanistic Approach Workflow Work practice	Employee Skills and Availability Social expectations	Autonomy Variety Task identity Retro Information

Fonte: Werther & Davis *apud* Fernandes (1996, p. 54)

As shown in table 2, the organizational elements are the identification of the job to the job, in which there

must be consistency between work and the use of methods and processes aimed at improving work practices, seeking to avoid a mechanical approach, while the behavioral elements are linked to the needs of the worker. Environmental elements, however, refer to the external conditions, organization, skills, availability and social expectations of workers, and the skill factor must be considered necessary so that the dimensioned position is not above or below the worker's professional pretensions. (Fernandes, 1996; Garcia, 2010).

3.2.5 Fernandes

The Brazilian researcher Fernandes (1996) developed a model called "Operational Audit of Human Resources for the Improvement of Quality of Life at Work," whose objective is to evaluate the level of employee satisfaction.

According to Fernandes (1996, page 67), this evaluation must be done in a deductive way, using the concrete procedures, as it is used in the total quality, "[...] use of control items, in order to measure the results of a process, allowing it to be managed, acting on the causes of deviations from the expected patterns [...] ", because according to Ishikawa apud Fernandes (1996, 68)," who does not have control items does not manage "The model is the result of the association of several theoretical models and identifies nine factors indicative of QWL, being: working conditions, health, moral, compensation, participation, communication, company image, boss-subordinate relationship and work organization (Fernandes, 1996).

3.2.6 Limongi-France

The model proposed by Limongi-França (2004) called the BPSO Biopsychosocial and Organizational Model, investigates the following areas: biological, which involves health issues, safety and attendance to physical needs in general; psychological, which are related to the promotion of self-esteem and the development of professional and personal capacities; social, which involves the provision of compulsory and spontaneous benefits, creation of opportunities for leisure, sport and culture; organizational structure.It also aims at valuing a corporate image, the organizational structure, products, services and the relationship of the company with its employees.

3.3 QWL Research

Pizzio and Klein (2015) carried out a study with teachers at the Federal University of Tocantins to analyze the teachers' QWL, considering the reflexes of productive restructuring and the increasing precariousness in work relations. To meet the proposed objective, an evaluation instrument was formulated, which they called IA_QVT / UFT. This tool has quantitative and qualitative items. The results indicated that the lower averages correspond to the working conditions (physical and instrumental structure) and organizational support. On the other hand, the higher percentages are due to social insertion and the sense of work for this subject. Thus, the authors conclude that "... the greater the integration of the project of a life of the teacher to the institution, the greater the QVT, even in unfavorable working conditions. On the other hand, the greater the distancing of the personal/collective project from the institutional objectives, the smaller the QWL becomes "(Pizzio & Klein, 2015, p.493).

Already Sanchez (2015), with the objective of analyzing the effect of the aspects related to the work on the

QL and QWL of university professors and to identify the influence of the elements associated to health in the QL and QWL of university professors of different areas of knowledge, through a descriptive cross-sectional study, in which the data were collected with the support of a sociodemographic questionnaire composed of questions regarding work and health data. The study concluded that the work and life of teachers are interdependent and that the QL and QWL of teachers in different areas of knowledge do not differ. Also, work-related aspects and health-related aspects influence the QL and QWL of the teachers studied.

Another study was produced by Vasconcelos et al. (2012) for which they used the Walton model to analyze aspects related to the QWL of the Santa Cruz Center of Higher Education (CESAC) and the Higher Education Institute (ISED), Santa Cruz do Capibaribe (PE).The methodology used was exploratory and descriptive, and the data collection was done from the application of a questionnaire. The results showed a high level of satisfaction of the teaching staff, evidencing the existence of the QWL indicators of the company.

In this same perspective, a study by Albuquerque (2013) at the Federal University of Paraíba (UFPB), aimed to evaluate the level of QWL of the administrative technicians in the light of the Walton model. The methodology used was qualitative and quantitative, and the research counted with the participation of 1301 administrative technicians. The results found in this study indicate that the QL level of technical-administrative personnel is considered good.

Moreira (2012) also used the model proposed by Walton to identify the perception of non-teaching staff about QWL in the Higher Education Institutions located in Fortaleza and its Metropolitan Region. It counted on the participation of 553 employees, and the results found indicated participants' dissatisfaction in two categories, being: fair and adequate compensation and opportunity for growth. On the other hand, the different groups presented satisfactory indexes.

4. Methodology

This is a review of the literature on the topic of Quality of Work Life, carrying a bibliographic research, exploratory and descriptive, with a qualitative approach and deductive method. Thus, this study has as main function the description of characteristic of a certain population, being possible to establish correlations between variables that, in this case, was to describe the existent scientific production about the subject as well as models to measure the QWL applicable to public servants, especially, of Higher Education Institution.

The approach was qualitative and exploratory, following the understanding in Piacentini et al. (2017), which focuses on discovering and classifying the variables and their relation, while allowing familiarity to make explicit the problem. The deductive method was used, according to Gil (2008), and it presupposes a general knowledge of the phenomena under study, which will seek particularities since it is based on principles considered as valid and indisputable that allow a purely formal conclusion to be reached.

As for the techniques of data collection, the bibliographic research was used from scientific works compiled and located about the theme. The bibliographic analysis was carried out from August to November of 2017, through books, articles, dissertations, theses, available in the library of the Professor Francisco Gonçalves

Quiles campus of the Federal University of Rondônia (UNIR), in Cacoal, as well as on the internet.

5. Data Results and Analysis

In the second half of 2017, UNIR in Cacoal, had 60 active servers from which the localization of all was obtained, and the questionnaire was handed over to each one. Thirty-one respondents returned, 1 of them being disregarded for lack of information (incomplete). Therefore, for the analysis of the research, 30 questionnaires were used. According to the valid questionnaires, 50% of respondents are male and 50% female, showing balance in this regard. From the results of the sample, 43.3% were professionals from 30 to 39 years of age, 13.3% from 20 to 29 years old, 40 to 49 years old from 23.3%, and the rest (20.1%) are over 50 years old. The marital status of the majority, 73.3%, is married, 16.7%, single and 10% divorced. Regarding the schooling of these professionals, 36.7% have specialization, 36.7% are masters, and 16.7% are already PhDs. Most respondents (55.2%) work in the institution between 1 to 5 years, 13.8% work between 6 and ten years, 10.3% work between 11 and 15 years, 3.4% between 16 and 20 years and those who have been in the "house" for more than 20 years total 17.2%.

5.1 Perception of the level of satisfaction of teachers and technical-administrative
To compare the level of perception of the teachers and technical-administrative staff of the UNIR Cacoal campus, the average of the criteria that constitute the QWL was calculated according to the Walton model. It is an exposition of the results obtained in each test analyzed, separated by the group of teachers and technical-administrative, as well as the general average of the QWL of the same, according to Table 3.

Table 3. Average of the servers for the QWL criteria (in descending order)

PROFESSOR		TECHNICAL-ADMINISTRATIVE	
QWL Categories	Average	QWL Categories	Average
Social relevance of work life	66.5	Social relevance of work life	61.7
Use and capacity building	64.4	Use and capacity building	67.1
Constitutionalism	56.3	Constitutionalism	65.6
Working conditions	55.3	Working conditions	56,9
Work and total living space	56.9	Work and total living space	52,3
Social integration in the organization	58.7	Social integration in the organization	73.4
Opportunity to grow. and security	44.1	Opportunity to grow. and security	52.4
Fair and adequate compensation	38.9	Fair and adequate compensation	56.3
Overall average	54.6	Overall average	61.3

Source: Research data (2017)

The average obtained by the technical-administrative was 61.3, therefore classified as satisfactory, that is, they have a positive perception regarding QWL. The primary criterion was the "social integration in the organization" (73.4), which refers to equal opportunities regardless of social, racial, sexual, and other forms

of discrimination (Martins, 2011; Albuquerque, 2013). As for the teachers, these obtained an average of 54.6, being thus classified as satisfactory. However, this result is neutral, that is, they are neither satisfied nor dissatisfied, and this is a compromising result regarding QLW since teachers do not demonstrate a formed perception. The criterion that obtained the best average among these was the "social relevance of life at work" (66.5), which in turn represents how much the employee feels satisfied to work.

Still on the basis of table 3, it can be seen that in the criteria: "working conditions", "use and capacity development"; "Opportunity for growth and security"; "constitutionalism"; "Work and total living space" and "social relevance of work life", obtained similar averages (considering a difference of 12.5 points), that is, the perception of teachers and technicians regarding these QWL criteria It is identical.

However, the criteria "fair and adequate compensation" and "social integration in the organization" had a disparity of means between the groups of servers. As for the "social integration in the organization", which on the part of the technicians-administrative obtained an average of 73.4, indicating that they are satisfied and tend to be very satisfied, but the teachers do not have this perception and with a difference of 14, 7 points between the averages, they show contentment, that is, they are satisfied. However, they are not biased to be very satisfied.

In the item "fair and adequate compensation," the technicians obtained an average of 56.3. They are moving from a neutral perception to a satisfactory tendency. However, this perception does not apply to teachers, which resulted in an average of 38.9 for the criterion, being in an unsatisfactory framework, that is, they do not recognize that they are rewarded for the effort and skills developed in work and these compromise QWL. According to the classification of QVT satisfaction, Figure 1 was created to demonstrate the rating of the average of the QVT criteria of the servers, that is, the result is now of both teachers and technicians-administrative. As shown in Figure 1, of the eight tests analyzed, two are classified as having an unsatisfactory mean and 6 with a satisfactory average.
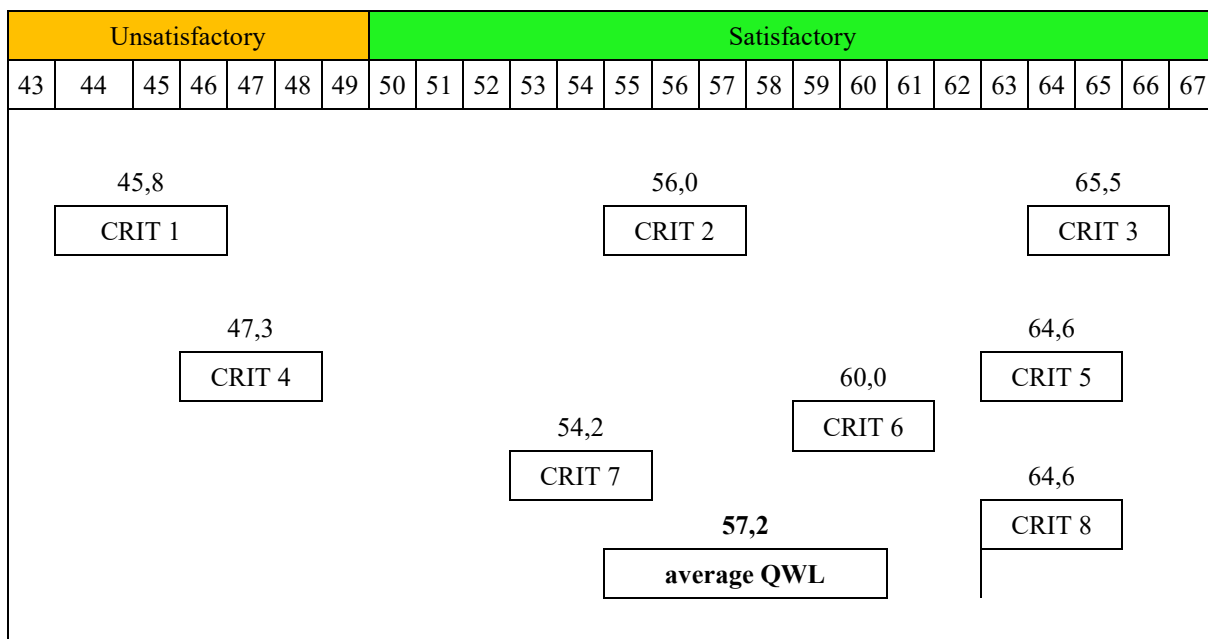

Figure 1. Results of QWL criteria

Source: Research data (2017)

The criteria in which the average estimate is at an unsatisfactory level are "fair and adequate compensation" (45,8), showing that the reward received does not meet the efforts and skills developed in the work of both categories of servants and " opportunity for growth and security "(47,3), that is, the development opportunities granted to employees do not meet their expectations. Timossi (2010) says that the lower indexes can interfere negatively in the QLW since they can indicate relations of conflict between these factors and what would be considered ideal by the servers.

The other criteria are: "use and capacity development" (65,5), "social relevance of work life" (64,6), "social integration in the organization" (64,6), "constitutionalism" (60, 0), "working conditions" (56.0) and "work and total living space" (54.2) presented satisfactory averages, yet none of the 8 QLW criteria was evaluated as very satisfying.

The average of the eight criteria analyzed is 57.2, classified as satisfactory according to figure 1. Regarding the personal satisfaction of the individual with the work he develops, Martins (2011, 34) describes that "[. ... when the person is satisfied with the work he does, it is because the sense of accomplishment is present ... "and this is perceived through the opportunities granted by the organization so that the employee demonstrates his potential, his competence and the effort to improve. "[...] is a satisfactory and productive alliance between worker and organization" (Martins, 2011, p.34), establishing a win-win relationship between the two.

However, the overall QLW average of UNIR - campus Cacoal servers is relatively low, as it tends to neutrality (50.0) or even to dissatisfaction (<49.9). It is worth noting that the employee's dissatisfaction with the QLW, leads to the appearance of illnesses, demotivation, loss of satisfaction and income, thus affecting collaborator and organization, as well as impacting on the personal and social life of the worker (Martins & Surugi, 2011).

6. Conclusion

Because of the quality of work life approach, the level of satisfaction of UNIR's faculty and staff in Cacoal, as well as all the identified QLW assessment models and all previously related researches, was judged. The Walton model is the most suitable and useful for future applications with the INSTITUTE OF HIGHER EDUCATION servers. Thus, the need and commitment that the organization has before its employees in favor of a pleasant organizational climate, so that its employees can feel motivated and committed to the corporate objectives. From the goals proposed in this article, it was verified that the eight criteria established by Walton have great potential to describe, identify, compare and analyze the main factors influencing server QLW.

As for the criteria: "capacity utilization" (65,5), "social relevance of work life" (64,6), "social integration in the organization" (64,6) and "constitutionalism" (60,0), obtained positive results, showing that there is a positive perception on the part of the servers, showing a motivating QLW. However, two criteria, such as "working conditions" (56,0) and "work and total living space" (54,2) indicated an intermediate satisfaction on the part of the employees, since, with regard to "conditions of work, "the use of technology and the fatigue that the work causes, were expressive indicators. The same applies to the criterion "work and total living space," in which the hourly index of work and rest divide opinions between satisfaction and

dissatisfaction. However, the criteria: "fair and adequate compensation" (45,8) and "opportunity for growth and security" (47,3) had a negative perception, showing that the employees are dissatisfied with the remuneration received and do not see professional growth, thus compromising your QLW.

Using the arithmetic mean to compare the level of satisfaction of the groups surveyed, it was obtained that the technical-administrative ones have a satisfactory perception, with an average of 61.3. Not differing much from the teachers, who had an average of 54.6, i.e., also have an adequate understanding. However, the latter tend to dissatisfaction, which is detrimental to their QLW.

Thus, the QLW of the servers of UNIR - Cacoal campus resulted in an overall average of 57.2, evidence that they have a definite link with the Institution, that is, they feel satisfied with QLW. Because of the points discussed, it is suggested that the institution restructure the servers' service plan, since the criterion "fair and adequate compensation" was the one with the lowest index (45.8) as regards server satisfaction, to assure them improvements in salary. Likewise, it allows the creation of measures so that they can seek for more qualification, considering that the criterion "opportunity for growth" was the second lowest index (47.3) of satisfaction.

It is hoped that this study will contribute to a better understanding of the QVT of the servers of UNIR - Campus Cacoal, and possible applications in the field, as well as to assist HE managers who are studied in promoting improvements to the QVT. Thus, new QVT research is recommended at UNIR - Cacoal campus so that the QVT criteria here pointed out in future studies in organizations and HEIs are improved.

7. References

[1] Albuquerque, V. A. The Evaluation of the Quality of Life Level in the Perception of the Administrative Technical Servants of a Higher Education Institution: a case study. Dissertation (Post-Graduation in Production Engineering) Federal University of Paraíba / João Pessoa, 2013.

[2] Batista, Antunes, & Iizuka. Quality of Work Life and Academic Production: Visit ENANPAD's Annals from 2001 to 2011. In: EnANPAD, XXXVI, 2012, Rio de Janeiro. Anais ... Rio de Janeiro: ENANPAD, 2012.

[3] Chiavenato, I. Human resources: the human capital of organizations: how to attract, apply, maintain, develop and monitor this valuable organizational treasure. 10th ed. - Rio de Janeiro: Elsevier, 2015.

[4] Fernandes, E. C. Quality of Life at Work: how to measure improvement. Salvador / BA: Casa da Qualidade, 1996.

[5] Garcia, E. O. The significant content of quality of work life for public employees of a health secretariat. Electronic Journal Management and Services, v. 1, n. 1, p. 76-94, Jan-Jul / 2010. Retrieved from https://www.metodista.br/revistas/revistas-ims/index.php/REGS/article/view/1861.

[6] Gil, Antonio Carlos. Methods and techniques of social research.6 ed. São Paulo: Atlas, 2008.

[7] Góes, Miguel B. de Barros et al. Servers of a Brazilian Public University in Time of Strikes: And how is the quality of life at work? X Online Congress - Administration / CONVIBRA, November 7 to 9, 2013. Retrieved from http://www.convibra.org/upload/paper/2013/34/2013_34_8333.pdf

[8] Hackman, & Oldham. Development of the Job Diagnostic Survey. Journal of Applied Psychology, n. 2, p. 159-70, 1975.

[9] Limongi-França, Ana Cristina. Quality of work life -QLW: concepts and practices in companies of post-industrial society. 2 ed. São Paulo: Atlas, 2004.

[10]Martins, Márcia M. da Costa. Quality of Life of the Teachers of the Federal University of Ceará.Dissertation (Master in Public Policies and Management of Higher Education) Federal University of Ceará / Fortaleza, 2011.

[11]Moreira, Ana Zenilce. The Perception of Non-Teaching Employees about Quality of work life in Higher Education Institutions.Dissertation (Masters in Administration) State University of Ceará / Fortaleza, 2012.

[12]Nunes, M. H. M.. Quality of Life at Work: A study with accountants through the application of the Hackman and Oldham model. Dissertation (Master in Administration) FUMEC University.Faculty of Business Sciences, Belo Horizonte / MG, 2012.

[13]Pedroso, Bruno et al. Construction and Validation of TQWL-42: an instrument to evaluate the quality of life at work. Journal of Public Health, v. 16, n.6, Dec/ 2014. Retrieved from http://www.scielosp.org/pdf/rsap/v16n6/v16n607.pdf

[14]Pedroso & Pilatti. Literary Review of the Classical Models of Evaluation of Quality of Life at Work: a necessary debate. In: Virlata, Roberto; Gutierrez, Gustavo L .; Monteiro, Maria Inês (Orgs.), Quality of Life: evolutions of concepts and practices in the 21st century. Campinas: Ipes, 2010, p. 197-206.

[15]Piacentini, Alexandre, Piacentini, Marcos, Silva, Adriano & Souza, Valdinei. Tax planning as business strategy: impacts and adjustments in organizational management. IN: GOMES, Angela de Castro Correia et al. (Org.) Series of research in administration. v. 1, p. 50-68. Recife: Quick Book

[16]Piacentini, Marcos. Quality of Life at Work: The repercussions of technology on teaching activity. Beau Bassin: NEA, 2017. ISBN 978-620-2-02990-2

[17]Pilatti, A , Bejarano & Viviane C. Quality of Life at Work: reading and possibilities in the environment. In: Gonçalves, Aguinaldo; Gutierrez, Gustavo l .; virlata, Roberto (Orgs.), Management of Quality of Life

in the company. Campinas, SP: IPES Editorial, 2005, p. 85-104. 2017

[18] Pinto, L. B & Paula, A. V. .; Boas, A.V. Quality of work life and the new Public Service: proposal of a comprehensive model. In: MEETING OF PUBLIC ADMINISTRATION AND ANPAD GOVERNMENT, 2012, Salvador. Anais ... Salvador: ANPAD, 2012.

[19]Pizzio, & Klein, K. Quality of work lifeand Daily Ado of Teachers of Higher Education. Journal of Education and Society, v. 36, no. 131, p. 493-513, abr.-jun., Campinas / SP, 2015

[20]Robbins, Stephen & Decenzo, David A .; Wolter, Robert M. The New Administration. Translation by Luciano Antonio Gomide. São Paulo: Saraiva, 2014.

[21]Timossi, Luciana da Silva et al. Analysis of the Quality of Life in the Work of employees with different levels of instruction through correlation analysis. Production, v. 20, n. 3, Jul./set. 2010, p. 471-480. DOI: 10.1590 / S0103-65132010005000031.

[22]Vasconcelos, Patricio Henrique et al. Quality of Life in Teaching Work: A case study in an institution of higher education. Management and Innovation Magazine. V. 9, n. 2, p. 79-97, open l / jun. São Paulo, 2012.

[23]Walton, Richard. E. Quality of Work Life: What is it? Sloan Management Review. v. 1, p. 11-21, 1973.

[24]Westley, William. A. Problems and solutions in the quality of working life. Human Relations, n. 2, p. 113-123, 1979.