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### QUALITY OF WORK LIFE A BIBLIOGRAPHIC STUDY

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#### SUMMARY

This article makes a retrospective of the concept. Given the importance of both positive and negative work impacts on people's quality of life and how these impacts can be related to the objectives, activities and results established and required by companies. This article aims to review the concepts of quality of life at work, where a study on Quality of Life at Work (QWL) was carried out from the 1950s to the present day. Quality of life at work is understood as an expansion of the way in which quality programs have optimized people's well-being, living conditions and worker satisfaction, as well as consequently improving the results of companies. This article aimed,

**Key words:** People Management, Quality of Life at Work, Reward System.

#### 1. INTRODUCTION

Quality of Life at Work (QVT) is one of the most discussed subjects in the middle of administration and in the business management sector. The theme of QWL goes back to the historical aspect of the origin of work, that is, the concern with Quality of Life at Work (QWL) has a direct relationship with the first activities understood as work. Analyzing work as a historical object, it is observed that its trajectory is full of mutations throughout its process, and QVT is present in these transformations. The theme of this article is important because it is a subject that is always renewing itself, that is, it is constantly overcome and it is always sought to reinvent itself, adapting to the social context of work.

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It was through the “Industrial Revolution and the systematization of production methods in the 18th and 19th century that working conditions and their influence on workers' productivity and morals began to be studied scientifically.” (Sant'anna e Moraes, 1998, p.4) This concern with working conditions becomes increasingly part of the day-to-day factories of the time, because, in the first stage of the Industrial Revolution, especially in the first five decades, working hours came in an average of eighteen hours a day. In addition to that, corporations did not distinguish between men, women and children with regard to the stressful journey and working conditions, such as the operation of heavy machinery by children or people without training.

Over the centuries, intellectuals from the most diverse areas, such as the sociologist, engineer and doctor, for example, have been concerned about the study on the satisfaction of the individual in the work environment. These contributions showed, how important is the individual's behavioral study, his motivation for the achievement of corporate goals and also regarding the worker's quality of life.

According to (Bosquetti, França and Veloso, 2005), during the 1950s and 1960s, interest in QWL research had a rapid growth in the academic environment, mainly in the United States. This historical period coincides with the height of Fordism, and at the same time, the movements of organized workers that demanded, among other things, better working conditions, began with greater force. With this fact, it is possible to relate the growth in interest in research relevant to Quality of Life at Work (QWL) with the expansion of the workers' union movement in the automobile industry. In a way, these surveys, in addition to benefiting workers, would contribute to reduce or cease any kind of pressure that the actions of union organizations could have on the companies' routine.

Understanding the origin of the concern with health at work can mean the origin of the transformation of nature by man. In other words, from the moment that the human being uses tools and creates methods to improve his form of subsistence, seeking in some way to reduce his effort and reduce his suffering, it can be said that the concept of health is embedded tied to work. (Bosqueti, Veloso and França, 2005).

The 20th century characterized-due to the development and concerns with the binomial Individual X Work. The first half of the century presented two moments, that

is, at the beginning of the century, the rationalization of work, based on scientific methods, was predominant, with the main objective of increasing productivity together with greater gains for capital holders, passing, subsequently, the basic concern to be the study of the individual's behavior and his satisfaction in a context, in principle, contrary to his interests, since the paradigm adopted by the school called Human Relations was the same that established the guidelines for scientific administration (RODRIGUES, 2009).

In the early 1950s, the name Quality of Life at Work -QVT - with Eric TRIST and collaborators, in England, who studied a model to group the individual, work and organization trinomial (Id., 2009, p. 75). It was in the 1950s that the first theories that linked the elements of productivity and satisfaction emerged. The thinking of the time already showed the possibility of combining productivity with satisfaction, and that the good performance of the worker provided him with satisfaction and fulfillment.

The 1960s presented a society experiencing a social upheaval with movements demanding workers from the north-and activities of French students, which favored the development of QWL studies initiated in the previous decade in the United States and England.

In the 70s, there was a halt in development and concerns about QWL, which only returned in 1979, when a new approach phase emerged, which in the 80s, with the favorable scenario due to the growing technological advance and the consequent modernization of organizations, QVT is now considered as a necessary strategy for the satisfaction of employees and organizations.

“In the more developed countries, the 1980s were described as the decade of “corporate culture”, with people working longer hours and harder to achieve personal success and material rewards. (...) In the late 1980s and early 1990s, a major restructuring of work, as had not been seen since the Industrial Revolution, was beginning to happen. The effects of the recession and efforts to exit it dominated the early years of the decade. Companies across the Western world have streamlined, streamlined their hierarchical levels, and reorganized their organization. (...) now, many organizations are smaller, with fewer people doing more and feeling-if less secure. New technologies, instead of being our redeemers, added the burden of information overload, in addition to speeding up the pace of work, as faster response

speeds (eg, fax, and *mails*) become-the standard expectation in companies ". (ROSSI, 2008, p. 3).

Today, QVT is disseminated in several countries and, even in Brazil, some research is being developed, aiming at the elaboration of its own model.

## **2.0 QUALITY OF LIFE IN ORGANIZATIONS AND MOTIVATIONAL FACTORS**

### **2.1 Quality of Life Concept**

The quality of life at work in the current days in which we experience it, can be defined as a way of thinking involving people, work and organizations, where two important aspects stand out: the concern with the well-being of the worker and with organizational effectiveness; and worker participation in work decisions and problems. As it is a very complex and wide-ranging topic, there are several concepts about QWL. It can be seen that, although the theme appeared several decades ago, a consensual definition has not yet been reached. Each author conceptualizes it according to the aspects he deems most important for quality of life at work.

Initially, the expression QVT was defined in terms of people's reaction and / or perception of work. The focus, therefore, was on the personal consequences of work experience and how to enrich that activity with a view to meeting individual needs.

They are organizations that are concerned with the well-being, satisfaction, safety, health and motivation of their employees (BORTOLOZO and SANTANA, 2011).

An organization that cares and takes actions aimed at the quality of life of its employees will give them confidence and many managers are realizing that improving the quality of life of their employees makes the organization healthier, more competitive and more productive.

## **2.2 FACTORS INVOLVED IN THE QUALITY OF LIFE AT WORK**

In the social environment in which we live, work becomes fundamental, as it is configured as a way of guaranteeing subsistence in the market context (Antunes, 1995). Although some authors question the importance of work in today's society (Offe, 1989), we still live in a capitalist society that depends on work for the construction of goods (Antunes, 1995). Work is all human activity aimed at transforming nature, with the aim of satisfying a need. It is one of the factors of production for economists, together with nature and capital (Chiavenato, 2000). Understanding the importance, the centrality of work in the life of man, it is inexorable that the relations of production are objects of studies in order to achieve the highest and best level of use of the worker.

According to (França and Oliveira, 2005), several decades ago, the competitiveness of several organizations was linked to the size and complexity of their physical structure. Currently, aspects such as the knowledge developed and applied in it, its brand and valuation in the market, and the people who work in them can become competitive factors that are more relevant than the aspects. In this society that (Drucker, 2000) calls the "Knowledge Society", the internationalization of markets and the pressures for productivity and competitive capacity that companies have been suffering, the demands for productivity, initiative, knowledge and innovation become ever greater about people. They feel more and more the effects of a new work environment, where professionals are highly demanded. Like this,

In the 16th century, the philosopher Adam Smith believed that wages were an important motivating and decisive factor in the performance of workers: Just as the generous remuneration of work stimulates the spread of the (human) species, so does abortion. Wages represent the stimulus for workers, which, like any other human quality, improves in proportion to the stimulus they receive. Therefore, where wages are higher, we will always see employees working more actively, faster than where they are low (...). (SMITH, 1983, p.41) For Henry Fayol (1994), factors such as

salary, lighting, heating and living for employees are not dispensable, and, undoubtedly, both the company and the workers have much to gain as greater the education, the social, emotional stability,

It is important to highlight that the great challenge is to make QVT an effective management tool, not just a passing program. The need to make the insertion of QWL final in companies comes at a favorable moment, as work routines are becoming increasingly tiring both physically and mentally. According to Vasconcelos (2001), when it was thought that human beings could enjoy the rapid advance in science, what has happened in practice is work as an end in itself. According to this reality: The problem started when we transformed time into a commodity, when we buy people's time in our companies instead of buying production. The longer you sell under these conditions, the more money you make. So, there is an inevitable trade-off between time and money. Companies, in turn, become demanding. They want less time from people, who pay per hour, but more from people who pay per year, because in the latter case, each extra hour during the year is free. (Handy apud Vasconcelos, 2001, p.24)

At the end of the study, Frederick Herzberg concluded that the factors that led to professional dissatisfaction had nothing to do with those that influenced the production of workers' satisfaction. Thus, the author realized that the factors that caused workers' satisfaction were related to their work, the task performed, their nature, responsibility, promotion, etc.

Herzberg also found that the factors that cause employee dissatisfaction are purely environmental, which are not related to the task performed. They are related to the nature of interpersonal relationships, working environment conditions, salary, etc.

### *2.1 Quality of Life Concepts*

It is practically a consensus among scholars about QWL, its generality and reach in the worker's life, according to França (2004), the concept of quality of life that must be adopted is that of well-being management, which must be sustained under the integrated concept of biological, psychological and social needs. Companies wishing to combat the negative side of productive restructuring, have increasingly invested in QWL (Ferreira, Reis and Pereira, 1999). And (Rodrigues,

1999) goes further, the Quality of Life at Work always aimed at facilitating and bringing satisfaction and well-being to the worker in the performance of their tasks, the quality of life has always been an object of concern for the human race.

It should be noted that the concept of Quality of Life at Work emerged only in the 70s and is worked on by Louis Davis. Sometime after defining the concept, this researcher created the Center for Quality of Working Life in California, United States. Davis was in touch with researchers at the Tavistock Institute and was influenced by the research they conducted. (Bosqueti, França and Veloso, 2005, p.2)

Prior to the emergence of the scientific category (QWL), several scholars developed research related to the component aspects of the work environment, such as satisfaction, appreciation and dissatisfaction. Authors such as McGregor, Maslow and Herzberg served as the basis for studies on QWL, since they were important in the sense that they researched the quality of life at work, with the aim of finding factors that generate and inhibit workers' motivation. Basically the method used was to associate directly, some factors generated by the work environment and the attributes of each individual to the production result.

QLW can be conceptualized as a management tool with a focus on workers, aiming to provide an environment appropriate to the profile of this group of people, and generating situations that increasingly encourage workers in the performance of each of their respective functions:

Quality of Life at Work (QVT) is the set of actions of a company that involve the implementation of managerial and technological improvements and innovations in the work environment. The construction of quality of life at work occurs from the moment the company and the people as a whole are looked at, which we call a biopsychosocial approach. The biopsychosocial positioning represents the differential factor for carrying out diagnoses, campaigns, creating services and implementing projects aimed at preserving and developing people, while working at the company. (France, 2012, p.80).

## *2.2 QVT challenges*

Analyzing QVT campaigns within the biopsychosocial bias consists of agreeing that managerial actions will act on three potentialities present in all people, namely, biological, psychological and social. In the biological sphere, QWL programs are concerned with the biological issues of work in the environment in which the worker is inserted. It is also part of this study, to understand the genetic characteristics as the physical-chemical issues that can affect the individual in the interaction with his work. In psychological potentiality, the emotional aspects, whether consciously or not, arising from the exercise of work or from the individual that end up affecting the healthy task of work are considered. With regard to social aspects, the issue focuses on discovering how values are created and established,

Companies increasingly need QVT programs that they can understand and know how to deal with the complexity of individuals present within organizations. It is important and never too important to emphasize that the insertion of Quality of Life at Work in any company, must meet the broad and complex character of the human being. We must understand, and leave behind, the idea that the worker is a machine with a time to be turned on or off. Also remember that QWL programs are limited to stretching before the start of work or repetitive exercises aimed at body relaxation, are only palliative measures, that is, they do not contribute to the complete goals of QWL. These types of exercises are, or can be just a part, but when they become the whole, instead of helping, they can even get in the way of becoming more of a stressful routine within the work environment. The ideal would be the realization of a set of elements, many times even imperceptible to the workers, but in practice it becomes a healthy work environment for the effective accomplishment of the tasks and goals to be accomplished.

For (França 2012), in the work environment, this approach is linked to the ethics of the human condition. Ethical behavior resides in the identification, elimination, neutralization or control of possible occupational risks in the physical component, concepts of work relationships, physical and mental disposition required for each activity, political and ideological implications, dynamics of business leadership and formal or informal power , the meaning of work to the relationship and well-being of people in daily life.

There is no way to apply, or impose a standard of quality of life for a certain group of people, as in a company, as these individuals have their own needs and



desires (perhaps unique), in addition to the way of life they bring and the cultural aspects pertaining to them. to each of them.

### *2.3 Quality of Life Programs*

Quality of life programs provide individuals with a greater burden of resistance to stress, better efficiency at work, better relationships with their colleagues and mechanisms that generate motivation. Consequently, companies will benefit from a better work environment, workers with balanced health, fewer accidents, and thus greater productivity for the company.

Thus, the importance of a well-planned and executed QWL program is noted. Providing quality of life in the workplace to employees of a company will bring benefits to the managers of that company. As much as the individual may have some personal problem, or some other type of difficulty that could hinder the exercise of his function, the conditions to work, the relationships in the work environment are so high that the work activity performed, is viewed in a much more pleasant and satisfying way.

There are practices of QWL programs in companies, which present some problems in their execution method, such as:

- When only the worker is seen as the focus of QVT campaigns or programs. It is up to him, for example, to adapt to a hostile work environment. As if the worker were the cause, and at the same time the solution of a company's productivity problems, for example.
- Campaigns that are concerned or reduced to actions such as anti-stress, that is, they are developed when there is already an emotional gap in the work-worker relationship. Configuring, therefore, as merely palliative actions, leaving the causes of the problem unchanged. It is the case of exercises proposed as relaxation or stretching, this type of proposal must be part of a set in the planning of a QWL program, and not be reduced to itself.
- QVT programs with great emphasis on goals related to production. In other words, the productivity in this case, disaggregates from its healthy aspect and becomes an exacerbated mechanism. For example, when companies stimulate in an unprepared

way, without having knowledge of their human capital, rewards and promotions for those workers. Without planning, this kind of stimulus to employees can generate a non-healthy competitiveness and thus provide a hostile work environment. On the contrary, there is a preventive approach to QTV, which sees work as a permanent source of pleasure, a means of personal growth and contribution to society, that is, it is about giving a human sense to work. Work environments should be compacted to their users, offering adequate means to exercise the activity, meaning a place where workers and social relationships in the world of work are valued. This method of application of QWL is important as it is built together: company and workers. A factor that helps to make a difference is the entrepreneur or manager to know his work group, to know what that group can yield; the limits, knowing how to deal with the qualities and defects. In this way, the programs developed are much more likely to achieve the intended objectives. [...] there is a great distance between discourse and practice. Philosophically, everyone thinks it is important to implement QWL programs, but in practice immediacy prevails and medium and long-term investments are forgotten. Everything is yet to be done. Most QWL programs originate from occupational safety and health activities and many do not even associate themselves with programs of total quality or improvement of the organizational climate. QVT only makes sense when it is no longer restricted to internal health or leisure programs and starts to be discussed in a broader sense, including quality in work relationships and their consequences on the health of people and organizations. (France and Assis apud Vasconcelos, 2001, p. 28) including quality in work relations and its consequences on the health of people and organizations. (France and Assis apud Vasconcelos, 2001, p. 28) including quality in work relations and its consequences on the health of people and organizations. (France and Assis apud Vasconcelos, 2001, p. 28)2.5 - *Criteria for planning Quality of Life at Work.*

### **QVT Indicator Criteria**

1-Fair and adequate compensation Internal and external equity Justice in compensation Sharing productivity gains

2-Working conditions Reasonable working hours

Safe and healthy physical environment

Absence of unhealthiness

3-Use and development of capabilities

Autonomy

Relative self-control

Multiple qualities

Information about the total work process

4-Opportunity for growth and security

Career possibility

Personal growth

Perspective of wage advance

Job security

5-Social integration in the organization Absence of prejudice

Equality

Mobility

Relationship

Community sense

6-Constitutionalism Rights to protect workers

Personal privacy

Freedom of expression

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Impartial treatment

Labor rights

7-Work and total living space Balanced paper at work Time stability

Few geographical changes

Family leisure time

8-Social relevance of work in life

Company's image

Company social responsibility

Product liability

Employment practices

*Source: work by Walton apud Vasconcelos (2001, p. 27)*

The list above lists a series of relevant criteria that serve as a basis for planning Quality of Life at Work, however, if these criteria point to negative indicators, it is because the criteria are not being applied in practice.

The first criterion presented, "fair and adequate compensation" deals with the level of satisfaction of employees in relation to their income. The values are compared with the tasks performed and, at the same time, with the external and internal remunerations of the Company. In one of its indicators, "internal and external equity" presents both the perception of the worker with regard to the remuneration paid by the company, compared with the salary practiced in the market by other companies, in the same sector, for example; as to the existence of internal salary equalization among those who carry out the same activity or function. When internal and external equity satisfy workers, this concept is considered a good indicator of QWL. However,

The second component criterion, "working conditions", aims to analyze working conditions as a whole within a company. It is of great importance to verify the adoption of schedules, risks of physical or psychological damage to the worker, in addition to the safe environment for carrying out their activities.

The indicator "reasonable working hours" refers to the level of satisfaction of employees with regard to their effort and the wear felt during and after carrying out work activities. In the case of this indicator, it is necessary that the satisfaction in the productive activity is greater than the fatigue during the working day period. The "safe and healthy physical environment" indicator serves to assess the existence of a safe work environment. In this case, factors such as lighting, hygiene, ventilation and organization are taken into account. This indicator has a very high degree of

importance, precisely because it presents itself comprehensively, with regard to the organization, since this factor of a company is behind the functioning of a series of items such as those belonging to a safe and secure environment. healthy. Besides that it is very important,

“Use and development of capabilities” appears as the third criterion of concepts for Quality of Life at Work mentioned in the table. It is the perception of employees regarding the valorization of potential, that is, if the employee feels affinity with his work, as well as responsibility and security to make decisions while performing tasks. The first indicator pertaining to the aforementioned criterion is that of “autonomy”, the purpose of which is to identify the employee's necessary knowledge to carry out his tasks or functions, that is, whether the employee feels safe and prepared to perform and decide the respect to its activity, in addition to being knowledgeable about the company's process as a whole. Another indicator is related to “information about the total work process”, in which it identifies if there is knowledge of the production process of the company as a whole. This indicator most of the time, research shows that most workers have only a micro view of the company's production process, that is, they only have knowledge of the activity developed in their sector. Such a situation, of knowledge of part of the production process, generates the loss of identity with the final product, making employees less committed to quality programs, which favors the appearance of demotivation.

The fourth criterion is entitled “opportunity for growth and security”, when the company offers or not the possibility of professional advancement to the employee, in addition to verifying whether the employee feels secure and with some stability within the organization. The “career possibility” indicator consists of a job and salary plan that gives workers opportunities for professional growth in companies. In the case of this indicator, the important thing is not to let the workers feel devalued, since this factor can generate demotivation in the entire work team. The “personal growth” indicator is a program within the company that enables professional and individual growth through offering, or investing in, courses and regular educational training for workers. For the company that wishes to become increasingly competitive and innovative, it must provide its employees with the search for improvement through education incentive programs and People Development. These programs can range from allowing flexible hours to awarding scholarships, which can be awarded

according to the company's possibilities. The "job security" indicator shows how the worker behaves, or how he feels about maintaining his job. which can be granted according to the company's possibilities. The "job security" indicator shows how the worker behaves, or how he feels about maintaining his job. which can be granted according to the company's possibilities. The "job security" indicator shows how the worker behaves, or how he feels about maintaining his job.

In the fifth criterion "social integration in the organization", the importance of the interpersonal relationship in the development of work stands out, this relationship is fundamental in the constitution of a good work environment, which ends up reflecting on the production, quality and performance of the company. In the "equality" indicator, the existence or not of any type of discrimination or prejudice in the company was verified. The "relationship" indicator refers to the type of relationship that exists between coworkers and between superiors and subordinates, and also verifies the existence and the degree of a sense of commitment among the work teams. The "community sense" indicator demonstrates the existence of integration between the worker, the team and the company; observes if there is a work environment conducive to the development of team tasks, in which everyone feels involved and committed to each other and to the goals set by the company. The lack of commitment affects the production quality performance.

In the sixth criterion of QWL concepts, "constitutionalism" refers to the fulfillment of duties and rights of workers by the company. As much as the rights and duties of workers are ensured in the CLT (Consolidation of Labor Laws), it happens that some companies do not disclose what they offer to their employees, and they feel injured. This criterion is of great importance, because it is essential that workers feel supported by the law.

The "freedom of expression" indicator refers to the space that employees have in the company's environment, in order to participate in solving problems and improving the corporation's daily activities. The contributions and suggestions of the workers show that these professionals demonstrate commitment to the objectives that aim at the growth of the company, and at the same time the professional appreciation of the worker.

The seventh component of the table, "work and total living space", is the dimension that relates the interference of work in the personal and social life of employees of a company. This interference is also called by some researchers of Personal Life Quality, which is directly related to QLW, since the exercise of professional activity is influenced by the private and social life of employees and vice versa. The indicators "balanced role at work" and "family leisure time" seek a balance between work and other activities in the lives of workers. When employees of a certain company do not feel the influence or even the damage caused by work activity in family life, it is considered a positive factor, because when there is a negative influence, it causes dissatisfaction in both work and personal life, generating low income for the company. The leisure time of the worker is important because it contributes to the absence of stress and physical or mental fatigue.

Sports activities, in addition to also helping to inhibit stress, make the individual acquire greater physical resistance to muscle injuries, which appear through the action of repetitive efforts. The last criterion enclosed in the table "social relevance of life at work" portrays how a certain company (with this also its employees) is seen in relation to the local community and the business sector to which it represents or is intended.

In other words, the company's image before society brings satisfaction to the employee to work at that institution, exercising his / her function. The "company image" indicator is the image that the worker has of the company in which he works and involves factors that bring to work status for working in the company developing his placement. The situation of a company that sustains a good image before society, community, in short, also generates for the worker a feeling of pride in being part of a respected organization.

From the analysis of the concepts of Quality of Life at Work, it is possible to notice how important the existence or efficiency of the QWL criteria becomes important. In addition to this existence or efficiency of the criteria individually, it is necessary to interact among all the criteria so that a quality of life at work program can actually exist that meets all the expectations contained in the meaning of the criteria.

The indicators related to their respective criteria represent, in a way, the complexity of the task of implementing a QVT program or campaign in companies.

### **3. FINAL CONSIDERATIONS**

According to (Levering, 1986), a good environment to work allows people to have other commitments in their life besides work, such as friends, families and personal leisure. From an employee's perspective, this pleasant situation in the workplace is a matter of fairness. In other words, it is not fair that the workplace is the only thing in people's lives, in fact, as is seen today in the overwhelming majority of cases. In a context with the characteristic (of work being the only thing in life) it does not allow workers to develop or become more human.

Companies (and, we would add, their leaders) are not being asked to give up their monetized worldview, but for them to honor in actions what they usually preach in speeches that say the human being is their main 'asset' . The human being, mortal and fragile, has his rights there, makes mistakes and does his nonsense, but when he is encouraged to replace his heart with a chip or cash register, the world must be afraid. (Freitas apud Vasconcelos, 2001, 33)

According to (De Masi 2000), the new challenge of this century will be to invent and spread a new organization, with the competence to raise the quality of work life, adding efforts to the 'imperceptible' strength of the desire for happiness. For (Vasconcelos 2001), if it is in the work environment that the individual spends most of his life, then it is natural that this place becomes a more pleasant and healthy space for carrying out work activities; and where it was possible, in fact, to spend a few hours living, creating and fulfilling fully - with quality of life, satisfaction of joy.

Since the world began to demand new and complex interactions in terms of excellence in terms of productivity and the quality of the services provided, people are constantly looking to adapt to the new technologies and new working relationships that are established in the current world of work. . Therefore, initiatives or systematic approaches to Quality of Life at Work in companies are extremely necessary for the organizational success of a company; increasing productivity, and most importantly, this productivity is developed by professionals who, in short, work satisfied with all the conditions to which they are subjected in the work environment.



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