

THE LEVELS OF QUALITY OF WORK LIFE FROM THE MODELS OF WALTON (1973) AND HACKMAN AND OLDHAM (1975): STUDY IN A FEDERAL INSTITUTION OF EDUCATION IN THE STATE OF MINAS GERAIS

OS NÍVEIS DE QUALIDADE DE VIDA NO TRABALHO A PARTIR DOS MODELOS DE WALTON (1973) E HACKMAN E OLDHAM (1975): ESTUDO EM UMA INSTITUIÇÃO FEDERAL DE ENSINO DO ESTADO DE MINAS GERAIS

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ABSTRACT

This study was carried out due to the relevance of QWL for the good development of organizations and also the plurality of studies and models on the construct, however, a final consensus on the subject was not obtained. The research aimed to identify the QWL levels in a Federal Institution of Education in Minas Gerais, based on the models of Walton (1973) and Hackman and Oldham (1975). Therefore, the research was characterized as quantitative and descriptive. Through a case study, the data were collected via a questionnaire, destined, in printed form, to a sample of 175 servers chosen at random from a universe of 345 individuals. The analyzes were performed using univariate and bivariate statistics. The findings showed satisfactory levels of QWL in both models. In relation to Walton's model, the variables "stability" and "work and life balance" stand out, which provide more satisfaction and also the dimension "opportunity for professional and personal growth" which provides less satisfaction. With regard to the model by Hackman and Oldham, it was shown that the dimension that most provides satisfaction is "interrelationship" and the one that least provides satisfaction is the dimension "extrinsic feedback". The complementarity between the models approached was also observed, suggesting the simultaneous use of both when evaluating the QWL indices, given the distinction of their approaches.

Keywords: Hackman and Oldham. Federal Institution of Education. Quality of Work Life. Walton.

RESUMO

Este estudo foi realizado em virtude da relevância da QVT para o bom desenvolvimento das organizações e também da pluralidade de estudos e de modelos sobre o construto, não se obtendo, no entanto, um consenso final sobre o assunto. A pesquisa objetivou identificar os níveis de QVT em uma Instituição Federal de Ensino de Minas Gerais, a partir dos modelos de Walton (1973) e Hackman e Oldham (1975). Para tanto, a pesquisa se caracterizou como quantitativa e descritiva. Por meio de um estudo de caso, os dados foram coletados via questionário, destinado, de forma impressa, a uma amostra de 175 servidores escolhidos aleatoriamente em um universo de 345 indivíduos. As análises foram feitas por meio de estatística uni e bivariada. Os achados evidenciaram níveis satisfatórios de QVT em ambos os modelos. Em relação ao modelo de Walton, destacam-se as variáveis "estabilidade" e "equilíbrio trabalho e vida", que mais proporcionam satisfação e também a dimensão "oportunidade de crescimento profissional e pessoal" que menos proporciona satisfação. No que diz respeito ao modelo de Hackman e Oldham, evidenciou-se que a dimensão que mais proporciona satisfação é "inter-relacionamento" e a que menos proporciona satisfação é a dimensão "feedback extrínseco". Observou-se também a complementaridade entre os modelos abordados, sugerindo a utilização simultânea de ambos ao avaliar os índices de QVT, haja vista a distinção de seus enfoques.

Palavras-chave: Hackman e Oldham. Instituição Federal de Ensino. Qualidade de vida no trabalho. Walton.

1 INTRODUCTION

In an increasingly fierce and competitive market, organizations that intend to stand out, be a reference and achieve competitive advantage cannot be limited to the modernization of their equipment and processes. It is also necessary to invest in their human capital.

Investment in employees/servants can be a major factor in achieving the desired results by institutions, given that human resources are key parts in the development of the organization's activities, contributing significantly to achieving the objectives proposed by managers.

Santos and Cruz (2012, p. 74) reinforce that the individual who does not receive proper attention within the organization/institution has their self-esteem and commitment shaken “by the lack of investment in infrastructure, as well as the lack of interest of managers in changing this reality”.

Given this scenario, the quality of work life (QWL) has been increasingly discussed, as observed in studies by Moraes and Kilimnik (1994), Paiva and Marques (1999), Andrade and Veiga (2012), Sampaio (2012)), Albuquerque (2013), Oliveira, Cavazotte and Paciello (2013), Rueda, Serenini and Meireles (2014), among many others.

It is also noted that most public institutions have dysfunctions linked to bureaucracy, nepotism and paternalism, among other aspects. These dysfunctions negatively reflect both the public organization's identity and performance, self-esteem, quality of work life and the organizational commitment of the public servant (ROCHA; SILVA; 2007; ROMAN et al., 2012).

Such reflexes can be observed in the constant strikes triggered by public servants. It is worth mentioning that in such strikes only salary adjustments are claimed. On the contrary, the main claims refer to better working conditions, such as: safe and harmonious work environment, adequate equipment for carrying out the work and respect for the rights of civil servants (SINDIFES, 2015).

As with any institution, educational institutions also need well-qualified and committed people to achieve their goals (ROWE; BASTOS, 2009).

Given the above, and taking into account the relevance of QWL in the good development of organizations, the present study aimed to identify the levels of quality of work life in a Federal Teaching Institution of Minas Gerais, from the perception of its servers

, taking into account the two most influential models of quality of work life: the Walton model (1973) and the Hackman and Oldham model (1975).

2 QUALITY OF WORK LIFE

As with many other Management topics, QWL still does not have a definitive concept. Not even the theorists in the area have reached a consensus on what QWL really is (FERREIRA; ALVES; TOSTES, 2009). Guimarães (1998) states that this plurality of interpretations is due to the semantic elasticity of the term quality of work life.

Therefore, in view of this lack of consensus, there is only one notion on the subject, considering it a “theoretical umbrella” associated with several other organizational phenomena, including the mental health of individuals. As a result of the different theories about QWL (none definitive), one of the biggest challenges faced by scholars on the subject is the production of valid knowledge for the new forms of work relationship and organization (SAMPAIO, 2012).

Paiva and Marques (1999) emphasize that QWL serves as a means of short-term solutions, pressing productivity and subtly controlling the employees of an organization. However, it is extremely important that its application takes place in accordance with the reasons for which it originated, otherwise its validity may be null.

In this way, it is possible to perceive the plurality of concepts and definitions for the quality of work life. The fact is that investigations continue in the search for a definitive conceptualization for the theme. Precisely due to this continuity of studies and also the plurality of opinions about QWL, several models to evaluate it have been proposed by several scholars on the subject, with the models of Walton (1973) and Hackman and Oldham (1975) being the most adopted.

2.1 WALTON'S MODEL (1973)

The most popular model in the literature on the subject is the one defined by Richard Walton. It is even considered the scientific model of QWL (RUEDA; SERENINI; MEIRELES, 2014) and the one that allows better conditions to evaluate it (ALBUQUERQUE, 2013).

According to Walton (1973), this model has a direct relationship with individuals' motivation, self-esteem and satisfaction, considering the needs and desires and social

responsibility of workers. It lists political, economic and social factors that influence the quality of work life and are able to highlight the strengths and weaknesses of the quality of work life from the employees' point of view. These factors are shown in Table 1.

Table 1 Dimensions and variables of the Walton model (1973)

Dimensions	Variables
1 – Fair and adequate compensation	- Adequate remuneration - Internal equity - External equity
2 – Work conditions	- Physical environment - Workday - Respect the age limit
3 – Opportunities for the use and development of the worker's capabilities	- Autonomy - Meaning of the task - Variety of skills - Job feedback
4 – Growth opportunities	- Personal growth - Career possibilities - Job Stability
5 – Social integration in the organization	- Isonomy - Social Skills - Community Values
6 – Constitutionalism	- Labor rights - Freedom of expression - Privacy - Norms and routines
7 – Total work and living space	- Balanced role of work
8 – Social relevance	- Company's image - Corporate social responsibility - Social responsibility of the service - Employee social responsibility

Source: Adapted from Fernandes (1996, p. 48).

Walton (1973) believes that QWL does not end within the organization and does not depend solely and exclusively on professional life. It is necessary to balance work with the other spheres of life. Consideration should also be given to the social role of the organization and the conciliation between productivity, quality of work life worker well-being.

2.2 HACKMAN'S AND OLDHAM'S MODEL (1975)

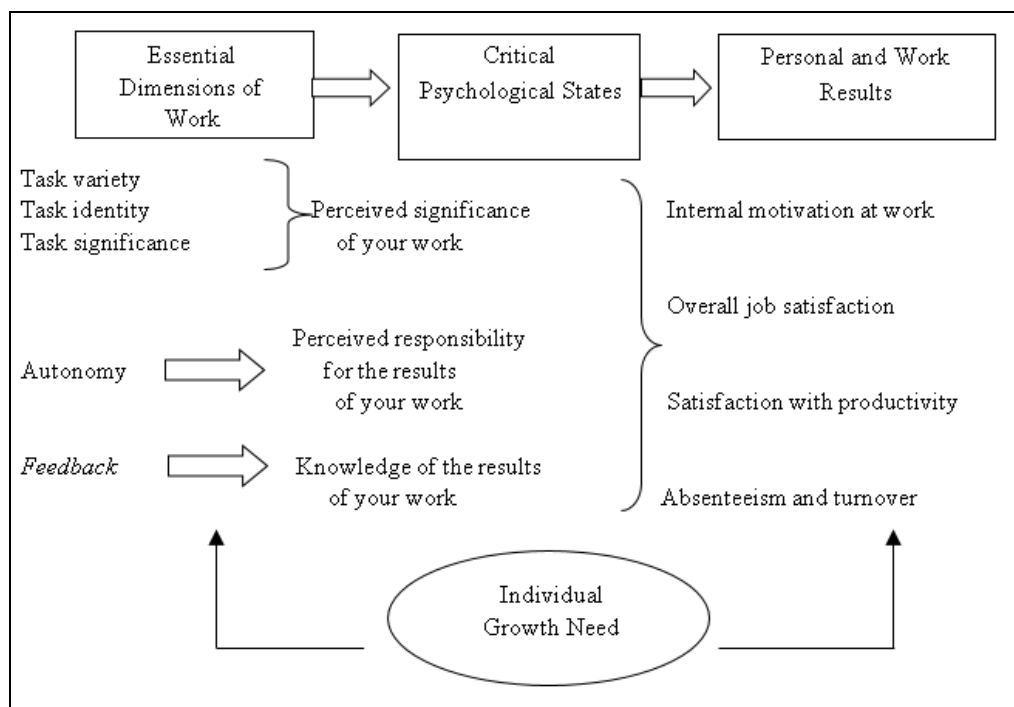
According to Nunes (2012), the Hackman and Oldham (1975) model stands out for bringing to light a new approach that incorporates dimensions of work content.

It is important to emphasize the conception of Hackman and Oldham (1975), who consider that the objective characteristics of the tasks performed within organizations support QWL. Based on this assumption, these authors formulated the Model of Basic Dimensions of

Tasks, where the dimensions of the task influence the worker's critical psychological states and these, in turn, influence personal and work results. Finally, the individual need for growth influences this entire chain of determinants of QWL.

Figure 1 schematically demonstrates the functioning of the Hackman and Oldham (1975) model, showing its dimensions and related psychological states.

Figure 1 Hackman's and Oldham's Model (1975)



Source: Adapted from Hackman and Oldham (1975).

It can be seen, therefore, as shown in Figure 1, that the model works in a systemic way. That is, the higher the essential dimensions of work, the greater the critical psychological states generated in the individual. In turn, the greater the critical psychological states generated in the individual, the better their personal and work results will be. However, it is important to mention that the functioning of the model will depend on the individual's need for growth.

Moraes and Kilimnik (1994) believe that this model proposed by Hackman and Oldham (1975) is the most appropriate to measure QWL due to the relationship between its variables and also because it suggests that quality of work life is the result of the combination of basic dimensions tasks that generate motivation and satisfaction in individuals.

Hackman and Oldham (1975) believe that satisfaction, motivation, attendance and productivity with quality will be obtained when three psychological states are present: perceived significance (when the individual realizes its importance); perceived responsibility (how responsible the individual feels towards the results of their work); and knowledge of the results of the work (understanding of the individual in relation to what he performs).

Also according to the authors, the mentioned psychological states are established by seven dimensions of the task:

- 1) Skill variety – related to the use of various skills and talents to perform the task;
- 2) Task identity – related to task completion and identification of its results;
- 3) Meaning of the task – related to the impact that the task has on other people;
- 4) Autonomy – related to the freedom and independence that the individual has to perform his/her task;
- 5) Extrinsic feedback – related to the evaluation that the individual receives from other people in relation to the execution of his/her task;
- 6) Intrinsic feedback – related to information about the performance of the task provided by the execution of the task itself; and
- 7) Interrelationship – related to the interaction with other people required to perform the task.

Hackman and Oldham's (1975) model also has two groups of variables. The first one is “personal and work results”. The variables of this group aim to create high performance and low absenteeism and turnover through feelings that the individual expresses in relation to the execution of their activities. Such feelings are: general job satisfaction; internal motivation for work; production of high quality work; low absenteeism and turnover.

The variables of the second group, “contextual satisfactions”, aim to analyze how satisfied the individual is in relation to the supervision received, the social environment, compensation, job security and the possibility of growth.

2.3 BRAZILIAN STUDIES ON QWL IN THE PUBLIC SECTOR

This topic is intended to present some of the Brazilian studies that investigate QWL in public institutions of higher education and also in other public bodies.

Based on descriptive and comparative research, with a qualitative and quantitative approach, Paiva and Marques (1999) sought to identify differences between professors from two higher education institutions (one public and one private) in terms of QWL, stress and of work situation, in view of the physical and mental exhaustion caused by the exercise of the profession. The data showed that teachers from the private institution had QWL scores higher than those from the public institution. However, both indices were considered satisfactory. It was also found that the stress level was considered normal and low by most of the subjects surveyed. Regarding the work situation, differences were identified between: types of dedication to the career, participation in research, teaching classes and relationship with unions and political parties. Finally, the authors considered that the perceived environmental changes affect differently the lives of the subjects analyzed (PAIVA; MARQUES, 1999).

Ferreira, Alves and Tostes (2009) carried out a case study aiming to know the quality of work life practices in ten federal public agencies. Therefore, they carried out a qualitative research, whose data were collected based on documental research and semi-structured interviews. The findings of the study allowed the authors to consider that the management of quality of work life in the federal public service is characterized by the mismatch between existing problems and managerial practices. In the survey, three findings stood out: a) QWL management practices focus on the individual; b) the activities that integrate QWL management practices are of a care nature; and c) management practices advocate well-being in an accessory way, the emphasis is on productivity.

Alves (2012) sought to analyze the meaning of work for employees in the Communication area at Emater-MG. To achieve this goal, he used a case study. With regard to the results, Alves (2012) identified that the dimensions “task meaning” and “task identity” presented the most negative data. On the other hand, the “interrelationship” dimension was the one that presented the most positive result, followed by the “autonomy” and “extrinsic and intrinsic feedback” dimensions. Satisfactory levels of QWL were found. Alves (2012) concluded that the meaning of work for the employees of Emater-MG, considering the dimensions of the task proposed in the model of Hackman and Oldham (1975), is mainly ensured by the dimensions “inter-relationship”, “autonomy” and “extrinsic and intrinsic feedback”, in addition to critical psychological states.

Albuquerque (2013) carried out a study to assess the level of quality of work life of technical-administrative employees at the Federal University of Paraíba, based on a

qualitative-quantitative research characterized as descriptive and on a case study. The author found that the dimension “social integration and security” is the one that most positively impacted the quality of work life of the surveyed servers, followed by “environmental conditions, social responsibility and quality of work life”, “job satisfaction”, “pay, skills development and professional advancement”, “constitutionalism”, “working and personal life conditions”, “autonomy and preventive health at work” and “personal quality of life”. He concluded that the level of quality of work life, based on the perception of the subjects analyzed, was considered good and that social integration and safety, job satisfaction and working conditions were fundamental factors in healthy organizational environments.

Marques, Borges and Reis (2016) carried out a quantitative case study with government employees in Minas Gerais, aiming to understand the relationships between organizational change, factors of resistance to change and implications for quality of life and job satisfaction. For that, they applied questionnaires based on the quality of work life models of Hackman and Oldham (1975) and Walton (1973). After analyzing the data from 679 questionnaires answered by the research subjects, they concluded that those employees who do not resist changes and see them as positive tend to evaluate their quality of work life more satisfactorily. In addition, they identified that the majority of the surveyed civil servants consider themselves satisfied with the level of autonomy at work, even working in an extremely bureaucratic environment. Such servants believe that the work they perform requires the use of various individual skills. The dimensions related to the social relevance of work, integration and social life in the work environment, job stability and relationships with supervision also showed satisfactory levels of quality of work life. Next, the methodological procedures used in this study will be demonstrated.

3 METHODOLOGICAL PROCEDURES

In this research, a quantitative approach was used, which stands out for its objectivity and aims to identify relationships between variables, using probabilistic criteria for sample selection, structured instruments for data collection and statistical techniques to analyze them (VERGARA, 2005).

As for the purposes, this study was characterized as a descriptive research, which “has as its primary objective the description of the characteristics of a certain population or phenomenon” (GIL, 1999, p. 44).

Regarding the means, this research was characterized as a case study, which is considered one of the most adequate procedures for the investigation of a contemporary phenomenon within its real context (YIN, 2001).

The study population in question was the technical-administrative servers of a unit of a Federal Teaching Institution located in Minas Gerais. According to information from the institution's Personnel Management Superintendence (SGP), at the time of the research, the number of technical-administrative employees totaled 345 (three hundred and forty-five) individuals.

The sample, in turn, consisted of 175 (one hundred and seventy-five) randomly chosen servers. Barnett's formula (1991) was used to calculate the sample, as shown below, considering a sampling error of 5% (five percent).

$$n = \frac{N}{1 + \frac{N-1}{PQ} \frac{(d)^2}{Z_{\alpha/2}^2}}$$

Where:

N = population (345)

PQ = population variability (0.25)

α = significance level (5%)

$Z_{\alpha/2}$ = standard normal table value (1.96)

D = sample error (0.05)

It should be noted that the number obtained in the formula was 165 (one hundred and sixty-five) individuals, however, for prudence, data were collected with another 10 (ten) individuals, in order to replace questionnaires that, by chance, were invalidated. However, when analyzing them, it was found that none of them was invalidated, thus, the sample used was larger than that suggested by the formula of Barnett (1991), thus providing greater reliability and credibility to the results found.

Data collection for the study took place through a questionnaire, consisting of ordered questions. Gil (1999) adds that the questionnaire is not just a form, but a query instrument that seeks to measure something and consists of a set of questions that must be answered by the respondent.

The questionnaire was applied in printed form to the technical-administrative employees of the institution and contained questions about the profile of the servers and also about the perception of these servers in relation to the QWL dimensions proposed in the models of Walton (1973) and Hackman and Oldham (1975).

The first block of questions aimed to identify demographic and occupational aspects of individuals, such as gender; age; marital status; schooling; form of admission, position held and working time in the institution under study; remuneration; and occupation outside the institution.

The second block, on the other hand, aimed to evaluate the quality of work life according to the dimensions of the task based on the model of Hackman and Oldham (1975). For that, the scale proposed by the authors was used, validated in Brazil by Nunes (2012), with the following acceptable levels of reliability: 0.864 for interrelationships; 0.856 for autonomy; 0.795 for task identity; 0.870 for skill variety; 0.889 for task meaning; 0.824 for extrinsic feedback; and 0.858 for intrinsic feedback.

Block three, in turn, contemplated the level of satisfaction of the servers in relation to the dimensions proposed in the model of Walton (1973). For that, the scale developed by the author himself and validated in Brazil by Marques (2011) was used, with the following acceptable levels of reliability: 0.874 for fair and adequate compensation; 0.705 for opportunities for professional and personal growth; 0.834 for opportunity to use human capabilities; 0.879 for satisfaction with supervision; 0.770 for social integration; 0.659 for safety and health at work; 0.820 for constitutionalism; 0.722 for balance, work and life; and 0.648 for social relevance of work and organization.

It is noteworthy that the level of reliability of the job stability dimension was not evidenced, since it had only one question in the data collection instrument.

Questions referring to QWL dimensions were applied in a 6-point Likert format.

Data analysis was performed using univariate and bivariate statistics. The data collected via a questionnaire were compiled in an Excel spreadsheet and transferred to the IBM SPSS Statistics Version 22.0.0 program. The investigations started with the descriptive analysis of the data, being scored the mean, median, mode, standard deviation and minimum and maximum values.

The levels of quality of work life were established by calculating an indicator anchored in the average of the responses for each of the analyzed dimensions. Two global variables were also defined for each of the two QWL models addressed in the study, called: “global contextual satisfactions” (Walton's model) and “basic dimensions of the task” (Hackman and Oldham's model). Such variables were obtained by calculating the average of

the averages of the answers to the questions related to the analyzed dimensions, which represents a global average of the respondents' quality of work life.

Therefore, the levels of quality of work life were established according to the criteria shown in Table 1.

Table 1 QWL analysis criteria considering the models of Walton (1973) and Hackman and Oldham (1975)

Average value	Level of satisfaction
1,00 a 2,99	Unsatisfactory (low) or the event occurs at a level below the desired level.
3,00 a 3,99	Satisfactory (normal) or the event occurs at a moderately adequate level.
4,00 a 6,00	Very satisfactory (high) or the event occurs at a high level.

Source: Marques (2011, p. 110).

Next, the data obtained will be analyzed and discussed, in order to identify the levels of quality of life found in the institution under study.

4 ANALYSIS AND DISCUSSION OF RESULTS

Before identifying the levels of QWL, the profile of the servants of the analyzed institution was identified, noting that, in general terms, the profile of the technical-administrative servants of the institution under study is relatively balanced in relation to gender, being 53% male and 43% female; 45.1% aged over 41 years old; shows a balance between married and single servants, with 46.3% and 45.1% respectively; 58% do not have children; 88% have at least completed graduation; 70.9% have worked at the institution for less than ten years; 89.7% joined the organization through appointment in a public contest; 94.8% hold high school or higher education positions; 28% have some type of position or commissioned role; 60.9% receive between three and seven minimum wages; 60.5% do not have the habit of exercising frequently; 93.7% do not smoke; 75.4% have the habit of consuming alcoholic beverages more or less frequently; 57.1% did not need to go to the doctor due to illness in the last six months; 85.1% do not think about leaving the institution; and 44.8% usually read, study and watch TV in their free time.

Then, the data that made it possible to identify the levels of quality of work life of the servers based on the dimensions proposed in the models of Walton (1973) and Hackman and Oldham (1975) were discussed and analyzed. First, the statistical data (mean, median, mode, standard deviation and minimum and maximum values) of each of the dimensions proposed by Walton (1973) and Hackman and Oldham (1975) were analyzed. Then, each of the

dimensions of each of the models was framed in a QWL level (see Table 1), according to the values of their means. Subsequently, from the average of the averages of the dimensions, it was possible to identify the level of global QWL, observed in each of the models. In relation to Walton's model (1973), results were obtained as shown in Table 2.

Table 2 Descriptive analysis of QWL indicators - Walton (1973)

Indicador avaliado	Average	Median	Mode	Standard Deviation	Mínimum	Maximum
Stability	5,3143	5,0000	5,0000	0,69363	3,0000	6,0000
Fair and adequate compensation	4,0943	4,2000	4,4000	0,83175	2,0000	6,0000
Opportunity for professional and personal growth	3,9810	4,0000	4,3300	0,92414	1,0000	6,0000
Opportunity to use human capabilities	4,3414	4,4000	5,0000	0,77312	2,0000	6,0000
Satisfaction with supervision	4,6171	4,7500	5,0000	0,82167	2,0000	6,0000
Social integration	4,8233	5,0000	5,0000	0,70915	2,2500	6,0000
Safety and health at work	4,9411	5,0000	5,0000	0,65690	2,5000	6,0000
Constitutionalism	4,4511	4,7500	5,0000	0,82902	2,0000	6,0000
Work and life balance	5,0514	5,0000	5,0000	0,65065	3,0000	6,0000
Social relevance of work and organization	4,7854	4,7854	5,0000	0,65503	2,6700	6,0000
Global contextual Satisfaction	4,6514	4,7017	4,6500	0,49208	2,9900	5,6700

Source: Prepared by the authors (2020).

Once this was done, it was observed that the averages of the responses of the research participants were relatively high in all dimensions of the Walton model (1973). All averages were in the range of four or five points, with the exception of the dimension “opportunity for professional and personal growth” whose value was 3.9810. Such values allow us to say that, on average, the surveyed servers perceive the level of quality of work life in the institution as “very satisfactory”, with the exception of the dimension “opportunity and professional and personal growth”, whose level is “satisfactory”.

Still in relation to the averages of the dimensions of the Walton model (1973), it is important to highlight that the highest ones refer to the dimensions “stability” and “work-life balance”, implying that, on average, in the view of the respondents, the lack of fear of losing a job and the security of keeping it, as well as the balance between the working day and the time that the individual has to dedicate to family and leisure are the factors that most provide them with satisfaction in relation to quality of work life.

On the other hand, the dimension “opportunity for professional and personal growth” presented the lowest average among the dimensions of the Walton model (1973), indicating, therefore, that, on average, the expectations of professional advancement and development are the ones that least provide satisfaction in relation to the quality of work life of the surveyed servers. However, taking into account the levels defined in Table 1, it is observed that the average of this dimension is very close to the “very satisfactory” level.

Overall, global contextual satisfaction, taking into account the averages of all dimensions of the Walton model (1973), presented an average of 4.6514; indicating, therefore, a “very satisfactory” QWL level.

The median and mode values corroborated those indicated by the average values, given that such values were also high, remaining in the range of five points, following the average values. This indicates that the respondents consider themselves “very satisfied” with regard to the dimensions of work proposed by Walton (1973).

With regard to the values found referring to the standard deviation, it appears that they are below one, indicating the existence of low data dispersion. In other words, the groups of servers maintain a more or less homogeneous perception in relation to the dimensions of the task present in the Walton model (1973).

Still on the standard deviation, it is worth mentioning that the lowest value refers to the dimension “work and life balance”, indicating that the group of people analyzed has a very homogeneous perception in relation to this variable. The highest standard deviation refers to the dimension “opportunity for professional and personal growth”, revealing that the perception of the subjects analyzed about this dimension is the most divergent. In other words, this is the dimension in which the respondents present the greatest difference in perception.

In general, Walton's model (1973) has a relatively low standard deviation, implying that the perception of servers in relation to the set of dimensions proposed in this model is convergent.

It can be seen, therefore, that the dimension “work and life balance” is one of the ones that most provide satisfaction in QWL in the respondents and is also the one whose perception of the servers is more homogeneous. On the other hand, it is observed that the dimension “opportunity for professional and personal growth” is the one that least provides

satisfaction in relation to QWL and also the one whose perception of the researched subjects is the most heterogeneous.

Table 3, below, corroborates the previous interpretations, revealing very positive data in relation to the contextual dimensions of the Walton's model (1973).

Table 3 Indicators of contextual satisfactions - Walton (1973)

Contextual satisfaction indicators	Unsatisfactory		Satisfactory		Very satisfactory	
	Frequency		Frequency		Frequency	
	Abs.	Rel. (%)	Abs.	Rel. (%)	Abs.	Rel. (%)
Stability	0	0,0	3	1,7	172	98,3
Fair and adequate compensation	16	9,1	45	25,7	114	65,1
Opportunity for professional and personal growth	22	12,6	49	28,0	104	59,4
Opportunity to use human capabilities	9	5,1	36	20,6	149	85,1
Satisfaction with supervision	7	4,0	19	10,9	149	85,1
Social integration	2	1,1	16	9,1	157	89,7
Safety and health at work	2	1,1	8	4,6	165	94,3
Constitutionalism	8	4,6	30	17,1	137	78,3
Work and life balance	0	0,0	11	6,3	164	93,7
Social relevance of work and organization	1	0,6	12	6,9	162	92,6
Global contextual satisfaction	1	0,6	17	9,7	157	89,7

Source: Prepared by the authors (2020).

It is observed, therefore, that in the view of the researched subjects, all the dimensions of the task proposed in the model of Walton (1973) are considered predominantly “very satisfactory” in relation to the quality of work life. All dimensions were considered, by at least 87% of the surveyed servers, as “satisfactory” or “very satisfactory”. Highlight for the dimensions “stability” and “balance work and life” with the highest degrees of satisfaction, being considered “satisfactory” or “very satisfactory” by 100% of the subjects surveyed; and also for the dimension “opportunity for professional and personal growth”, with the lowest level of satisfaction, but which, even so, was considered “satisfactory” or “very satisfactory” by 87.4% of the servers analyzed.

It can be seen, then, that such data are in agreement with the data in Table 2, however special attention must be given to the interpretation of data referring to the dimension “opportunity for professional and personal growth”. Table 2 showed an average of 3.9810 for this dimension, which would fit it into the "satisfactory" level, however, when analyzing the data in Table 3, it was noticed that 59% of the subjects surveyed consider it "very satisfactory".

This was due to the fact that some servers assigned a minimum grade to questions of this dimension, thus bringing the average value down. In other words, despite the fact that its average has placed it in the “satisfactory” level, it is observed that most servers surveyed consider it “very satisfactory”. This fact can be seen by observing the values of the standard deviation (which is the highest) and also the minimum value (which is the lowest among all dimensions) of that dimension (see Table 2).

Regarding global contextual satisfaction, the responses of only one individual indicated an “unsatisfactory” level of QWL; whereas what was claimed by 17 subjects indicated a “satisfactory” level; while the responses of 157 civil servants (equivalent to 89.7% of the subjects analyzed) indicated a “very satisfactory” level, indicating that, in the perception of the subjects analyzed, the human resources management policy and the general way of conducting the work in the institution is “very satisfactory”. This can positively influence the way the servers work and also the results of the organization. It can be seen, then, that the level of global QWL, based on Walton's model (1973), is considered predominantly “very satisfactory”.

Having identified the QWL level based on Walton's (1973) model, such levels were identified again, now based on the Hackman and Oldham (1975) model. It should be noted that the criteria and procedures used to identify the levels of QWL, taking into account the Hackman and Oldham (1975) model, were the same used for the identification, taking into account the Walton model (1973), as defined in Table 1.

Therefore, in Table 4, the statistical data (mean, median, mode, standard deviation and minimum and maximum values) of each of the dimensions presented in the Hackman and Oldham (1975) model and also of the global dimension will be shown in Table 4. was obtained by averaging the means of all its dimensions.

Table 4 Descriptive analysis of QWL indicators - Hackman and Oldham (1975)

Evaluated indicator	Average	Median	Mode	Standard deviation	Minimum	Maximum
Interrelationship	4,2885	4,3333	4,3300	0,54940	2,73	6,0000
Autonomy	3,4865	3,5333	3,5300	0,59984	2,07	6,0000
Task identity	3,8503	3,8667	3,5300	0,55624	2,07	5,3300
Variety of skills	3,7329	3,6000	3,5300	0,64002	1,4000	6,0000
Task significance	3,7766	3,8667	4,3300	0,67312	1,4000	5,0000
<i>Extrinsic feedback</i>	3,4730	3,5333	3,5300	0,66514	1,0700	5,6700
<i>Intrinsic feedback</i>	3,7186	3,7186	3,5300	0,64420	1,8000	5,3300
Basic dimensions of the task	3,7616	3,7619	3,7600	0,32504	2,7900	4,9600

Source: Prepared by the authors (2020).

It is observed, then, that the averages found in relation to the answers of the researched subjects, taking into account the model of Hackman and Oldham (1975), are considered reasonable, as they remain in the upper part of the scale (1 to 6), predominantly in the house of 3 points, fitting, therefore, in the “satisfactory” level.

It appears that the average with the highest value refers to the dimension “inter-relationship”, which means that organizational actions aimed at interacting with other people are those with which the institution's employees most agree. On the other hand, the dimension “extrinsic feedback” was the one that presented the lowest average, indicating that the analyzed subjects have a lower level of agreement in relation to the form of evaluation they receive from other people in relation to the task they perform.

Regarding the global average of all dimensions considered in the Hackman and Oldham (1975) model, it can be seen that the level presented was “satisfactory”. As was observed in the mean values of the dimensions of the Hackman and Oldham model (1975), the median and mode values are also considered reasonable, confirming the findings regarding the means.

Analyzing the values of the standard deviation, it appears that this index was also considered low, which allows us to say that the perception of the surveyed servers in relation to the dimensions of the task of the Hackman and Oldham (1975) model is quite homogeneous, with low dispersion. of data.

Still on the divergences in the perception of the servers in relation to the model of Hackman and Oldham (1975), it can be seen that the variable that presented the greatest divergence was “task meaning”, that is, the respondents diverge more in relation to the perception of the task. impact that performing your tasks has on other people. On the other hand, the dimension that presented the greatest convergence of perception was “inter-relationship”.

It appears, then, that the dimension “inter-relationship” is the one that provides greater agreement between the servers and also the one whose perception of the researched is more convergent. Next, Table 5 confirms the data presented above, demonstrating how the analyzed servers perceive the quality of work life in the institution from the perspective of Hackman and Oldham's (1975) model.

Table 5 Indicators of the basic dimensions of the task - Hackman and Oldham (1975)

Contextual satisfaction indicators	Unsatisfactory		Satisfactory		Very satisfactory	
	Frequency		Frequency		Frequency	
	Abs.	Rel. (%)	Abs.	Rel. (%)	Abs.	Rel. (%)
Interrelationship	4	2,3	39	22,3	132	75,4
Autonomy	36	20,6	109	62,3	30	17,1
Task identity	4	4,0	103	58,9	65	37,1
Variety of skills	19	10,9	98	56,0	58	33,1
Task significance	22	12,6	83	47,4	70	40,0
<i>Extrinsic feedback</i>	32	18,3	118	67,4	25	14,3
<i>Intrinsic feedback</i>	21	12,0	103	58,9	51	29,1
Basic dimensions of the task	2	1,1	137	78,3	36	20,6

Source: Prepared by the authors (2020).

Although the satisfaction rates regarding quality of work life observed in the Hackman and Oldham (1975) model are lower than those observed in the Walton (1973) model, it is still possible to say that they were quite positive.

In all dimensions, it was observed that at least 79% of the workers surveyed considered the levels of quality of work life as “satisfactory” or “very satisfactory”. Highlight for the dimension “inter-relationship” that presented the highest degree of satisfaction, being considered “satisfactory” or “very satisfactory” by 97.7% of the analyzed subjects. On the other hand, the “autonomy” dimension presented the lowest degree of satisfaction, even so, being considered “satisfactory” or “very satisfactory” by 79.4% of those surveyed.

Observing the data in Table 5, it is possible to see that, as the averages in Table 4 indicate, only the “interrelationship” dimension of the Hackman and Oldham (1975) model predominantly fits the “very satisfactory” level. The other dimensions predominantly fall into the “satisfactory” level. This observation is due to the fact that, while most of the subjects analyzed (75.4%) considered the “interrelationship” dimension “very satisfactory”, the same cannot be observed in the other dimensions, where most of the subjects considered them “satisfactory”.

Analyzing the model as a whole, the responses of two individuals would classify the level of QWL in the institution as “unsatisfactory”; while the responses of 137 servers would characterize it as “satisfactory”; and the responses of the remaining 36 individuals would characterize it as “very satisfactory”.

After identifying the levels of quality of work life present in the researched institution, the considerations about the results found will be discussed below.

5 FINAL CONSIDERATIONS

It was found that the levels of quality of work life determined are considered adequate, especially in relation to the institution's human resources management policy, as demonstrated by the analyzes referring to the Walton model (1973).

The stability inherent to public office is a factor that proved to be very relevant for the analyzed servers, being considered satisfactory by all individuals surveyed. The time available that the server has to dedicate to the family and other matters outside the work environment was also considered quite satisfactory, which demonstrates that the working hours adopted at the institution pleases the research participants and prevents work from interfering with the worker's social life.

The form of remuneration established by the federal government for technical-administrative positions in education also proved to be adequate, although at levels below stability.

The actions of the researched institution aimed at social integration, safety and health at work, justice in the treatment of servers and the forms and mechanisms of supervision were also considered adequate by the subjects participating in the research. Allied to this, the respondents consider the organization and the work they perform important for the social transformation of individuals.

With regard to the analysis of data from the Hackman and Oldham (1975) model, it can be said that the servers analyzed also consider themselves satisfied with the work they perform, although not at the same levels of satisfaction found in relation to policies of human resources management (Walton). Even so, the levels are considered adequate, with emphasis on the levels determined in the “inter-relationship” dimension, evidencing the importance of interpersonal relationships in the execution of activities.

Servers identify with the task they perform and see it as necessary, recognizing its meaning. Furthermore, they feel, through the execution of their professional activities, encouraged to use many of their personal skills. This helps in your professional and personal development. The autonomy and evaluation that civil servants receive about how they are performing their work were also considered adequate, although at lower levels than the other variables.

Such findings allow us to say that, in general, the analyzed institution has satisfactory levels of quality of work life, implying that its employees consider human resources

management policies adequate and are satisfied with the work they perform, identifying with it. and seeing its importance.

However, the variables “opportunity for professional and personal growth” and “extrinsic feedback” were those that presented lower levels of satisfaction, indicating the need for improvements in the policy of promotion and professional advancement and also in the form of evaluation and feedback that civil servants they receive from other people in relation to the work they do.

In view of the findings, it is possible to affirm that there are differences between the levels of quality of work life observed in relation to each of the analyzed models.

Differently from what the analyzes referring to the model of Walton (1973) showed, indicating the existence of “very satisfactory” levels of QWL in the researched organization, the analyzes referring to the model of Hackman and Oldham (1975) indicate that the levels are “satisfactory”. However, comparisons should not be made between the two models since both have different objectives. While Walton's (1973) model focuses on human resource management policy, Hackman and Oldham's (1975) model is concerned with analyzing the work itself and how the individual feels about the work he performs.

With this, it can be seen that the two models are complementary, and it is advised that the levels of quality of work life be analyzed from the perspective of both. In this way, it will be possible to identify the QWL taking into account its most important aspects.

These findings confirm the constant discussions on the topic of quality of work life and the lack of consensus on the subject, as they show the differences between the main QWL models. The results expose the need for continuity of investigations on the subject, aiming, even if in a distant future, the identification of a single concept for QWL and even the formulation of a model that contemplates the quality of work life in a full.

The main limitation of the research concerns the fact that the case study presents some difficulty in generalization, since the analysis of a single or a few cases provides a fragile basis for generalization. Thus, it is suggested that further studies be carried out at the institution using other QWL models, in order to investigate whether the differences continue; and also studies in other institutions for later comparison of results.

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