



Quality of Work Life of the Administrative Technical Servants in Education: Analysis of a Brazilian Federal University

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ABSTRACT

The New Public Management has incorporating private business administration precepts that aim to optimize the public service provision. This model has done the stability of public office more flexible through performance evaluation. So the objective of this study was to know and to evaluate the Quality of Work Life perceptions of the administrative technical servants in education in a Brazilian Federal University. The target population was 540 activity administrative technical servants in education at the Federal University of São João del-Rei, Minas Gerais. Of the 176 respondents, 62.50% were married or in a stable relationship, 93.85% have at least completed Higher Education, totaling 168 individuals, what justify the health services, social assistance and extra benefits dissatisfied by the interviews because they need to support and afford personal and family health. Neutrality / dissatisfaction trends were found in the aspects like personal and professional development, task variety and growth opportunity. It happened because 92% of the respondents have a higher level of education than the job requirement. For the university, it is suggested to include measures to improve people management that involve working methods, autonomy in the execution of tasks, access to commissioned functions and greater participation in decisions regarding tasks.

Keywords: Quality of Work Life; public servants; public management.

INTRODUCTION

Quality of Life (QOL) and Quality of Work Life (QWL) are related and mixed concepts. Society's commitment to ensuring health in a broad way has led QOL to be understood as an improvement of the well-being, in economic, social or emotional aspects. QWL involving health, housing, leisure, habits physical activity and food [1].

By definition of QOL as the experience of well-being considering appreciation feelings and recognition perceived by the individual about his live position, his cultural context and his value systems [2], so QOL becomes ideal to global health.

QWL is configured as an independent area from QOL. However, for [3] there is an inseparable relationship between the two concepts. According [4] QWL term has gained greater popularity in relation to QOL about health. So, there is an increase of multidisciplinary researches with researchers from different knowledge's areas.

QWL is the management of physical, technological and socio psychological factors that inspiration the well-being and productivity of the workers [5]. Thus, it is based on the assumption that QWL offers good conditions to the worker to carry out his tasks with satisfaction and well-being [6].

In the Brazilian public sector, the QWL study has some peculiarities when compared to the private sector. Public servants can only take decision according the attribution law. They are promoted according to the pre-established career plan and receive the same salaries within each category.

In addition, the public servant provides services to the State. The public servant is a public office who maintains statutory relationship. It is part of the direct administration, autarchy or public foundation. In general, the public servant exercises his position or function aiming at the public interest and the common good.

The New Public Management (NPM) is a model management adopted in recent years by the public sectors and it has brought innovations to the Public Administration. The NPM has incorporating private business administration precepts that aim optimize the public service prevision. This model has done the stability of public office more flexible through performance evaluation.

Therefore, it is relevant to assess the perception of the public administrative technical servants in education in a Federal Higher Education about their Quality of Work Life (QWL). The general objective of this study was to know and to evaluate the QWL perceptions of the administrative technical servants in education in a Brazilian Federal University.

BRAZILIAN PUBLIC SERVANTS

The public agents are divided into two groups: political agents, who hold positions in the fundamental structure of the government; and the administrative agents, who would be all those who maintain a working relationship with the Government in a non-occasional way, under hierarchical subordination. The administrative agents are divided into two large groups: public servants and the military. The public servants can be invested: 1) in public positions, in public jobs or in public functions; 2) specific time public servants [7].

To this study, it is studied public servants invested in public positions, also called effective public servants who submit themselves to a previously defined legal situation, with not contract rules modifications. The public agent must assume the commitment to serve the community well [8], [9]. In addition to the Federal Constitution of 1988 [10] rules and principles, the public servant is subject to other laws and statutes that will guide his performance, with prerogatives and limitations. The main federal civil servants rules are: Federal Law 8112 of December 11, 1990, that provides public servants legal regime of the Union, autarchies and federal public foundations; Decree No. 1171 of June 22, 1994, that deals with the Professional Ethics Code of the executive's federal public servants; Law 9784 of January 29, 1999, that regulates the administrative process within the scope of the Federal Public Administration, to protect the administered rights and the to ensure the Administration purposes [11], [12] e [13].

All these laws presented above are intended to guide and standardize the public servants performance. The public servants begin their works knowing the position they will occupy, their remuneration, as well as their career plan, which are defined by law.

The administrative technician in education career was structured through Federal Law No. 11091, of January 12, 2005. These positions are filled within the scope of Federal Education Institutions, that is, those whose main activity is the development of teaching, research and extension and integrate the Federal Education System, it linked to the Ministry of Education [14].

The career plan is structured in classification levels, which are composed of a positions set of the same hierarchy, classified through: the initial formal education level requirements, the responsibility level, the knowledge, the skills, the experience and others factors that influence the activities performances. The career has five classification levels (A, B, C, D and E) [14].

The development of the employee in the career can happen through two types of functional progression: progression through training and progression through merit. Both progressions can be requested after every 18 months of effective exercise.

The remuneration of the administrative technician in education career is made up of the basic salary, which corresponds to the value established for the salary and it is standard according to the classification and training levels. The result is added with Qualification Incentive and other advantages established by law [14].

These public servers can work directly with purchases and biddings, people management, logistics, protocol, information technology, customer service, processes, material management, budget and financial management, laboratories supporting and other functions.

QUALITY OF WORK LIFE (QWL)

QWL is a way of thinking about people, work and organizations, considering (1) the work impact on people and organizational effectiveness, and (2) the participation in solving organizational problems and in decision making [15]. QWL is as the favorable environment work conditions that support and promote employee satisfaction, with employee's rewards, job security and growth opportunities [16]. QWL have an important effect on work motivation, on intention to leave, on the employee performance [17].

The participatory problems solving, restructuring work, innovative reward systems and improving the work environment can be considered activities types that define QWL [15]. QWL is a dynamic and contingent management of the physical, technological and socio-psychological factors that affect culture and renew the organizational climate, reflecting on the well-being of workers and the productivity of companies [5].

In order to deal with a lot of concepts and definitions about QWL, [18] proposed the grouping of different concepts, criteria and approaches that deal with the theme in thought schools: socioeconomic, organizational and human conduct at work.

According to [3] since the concept of QWL was first used, many definitions have been created with the aim to reduce problems conceptions. There was a lack of consensus on what QWL would actually be. The concept of QWL was initially presented as something rigid and objective and over time it became more subjective, dynamic and systemic.

In their study, [3] tried to propose a clear definition based on well-established theoretical models that allow the development of a reliable and valid QWL measuring instrument. Thus, for them, QWL correspond the conditions that individuals face when searching satisfied for their hierarchically personal goals within the work environment. When they accomplish their goals the result is a positive impact on the overall quality of life, individual performance, organizational performance and, consequently, the general functioning of society.

QWL is a quality of human experience's indicator in the workplace, regarding satisfaction in productive capacity in a safe work environment, with mutual respect, training and learning opportunities and other facilities for adequate performance [19].

To [20], in addition of the work factors, the definition of QWL must include broader factors, such as general life satisfaction and well-being feelings that affect the way the employee handles work and he is influenced by them.

QWL sometimes considerer the individual's perception, that is, his feelings and his satisfaction with the work and his surroundings, sometimes regarding the characteristics of the workplace, such as the conditions of work, technology, equipment and the physical environment [21], [22].

In this research, the concept of QWL was considered as the management of physical, technological and socio psychological factors that reflect on the worker's well-being and productivity [5]. Therefore, QWL will be considered as the individual perception of the favorable and unfavorable points at a work environment [23], as the result of the sum of the satisfaction of the various needs and each of them contributes in a distinctive way in obtaining QWL [24]. The premise of [25] that QWL offers to the worker good conditions necessary for him to carry out his tasks with satisfaction and well-being.

METHODOLOGY

The first part of the research was choose the most appropriate measurement instrument to survey the QWL perceptions of the administrative technicians in education at a Public University. After the application of the instrument, a database was created to tabulate the answers and analyzes.

In the second part of the research, quantification was used in the collection and treatment of information using statistical techniques.

For the analysis of the QWL, the findings of other authors in similar studies were incorporated as information. These informational were associated to the data obtained offering qualitative assessment that allows confluences, disagreements, questions, doubts, falsifications, in an interactive and subjective discussion in the construction and analysis of the data [26 p. 136].

The chosen method and the proposed design were a field study, the research technique used was the structured questionnaire.

The unit for analysis in this field research was the Federal University of São João del-Rei - UFSJ, a public foundation, that is, it is part of the Indirect Public Administration and it is linked to the Ministry of Education - MEC. The target population of the study was the 540 activity administrative technician in education located at UFSJ. All 540 UFSJ administrative technicians in education were invited to respond to the data collection instrument.

Among the models to assess QWL, the data collection instrument chosen was the TQWL-42 - Total Quality of Work Life, prepared by [4]. The instrument has a structured questionnaire composed of 42 questions related to QWL. In addition to the QWL questions, it presents 5 questions to knowledge the sample. The 42 questions related to QWL were distributed in five major spheres, namely: Biological / Physiological, Psychological / Behavioral, Sociological / Relational, Economic / Political and Environmental / Organizational. These are further divided into sub spheres, named by the aspect author (Table 1), within which the questions were grouped [27].

These five spheres were generated by grouping Quality of Work Life domains pairs that were close to each other. Each sphere is further divided into four aspects, twenty in total [4].

In view of the particularities of the Public Administration and of the public servants, minor adaptations were made in some phrases of the questionnaire, such as, for example, changing the word "company" for "institution" and "supervisor" for "immediate boss". The adaptations made do not change the meaning of the questions. In addition, to knowledge of the sample, some questions were added related to the specificities of the administrative technician in education career, such as the job classification level, the receipt of qualification incentives and the participation in the QWL Program, the latter with the objective of control some possible biases in data analysis.

Table 1: Spheres and aspects of QWL

Biological and Physiological	Physical and mental disposition	Willingness to do the job
	Working capacity	Potential and preparation to perform the tasks
	Health and social care services	Medical, dental, psychological assistance, etc.
	Rest time	Rest time
Psychological and Behavioral	Self esteem	The individual's assessment of himself at work
	Task Significance	Individual's perception of the importance of work
	Feedback	Information on how right or wrong the job is done
	Personal and professional development	Institution's incentive for improvement
Sociological and Relational	Freedom of expression	Possibility of individuals to express their opinions
	Interpersonal relationships	Personal relationship with co-workers
	Autonomy	Decision making without management consultation
	Leisure time	Time for leisure activities
Economical and Politics	Financial resources	Sufficiency for lifestyle guarantee
	Extra benefits	Benefits beyond wages
	Working hours	Adequate workload
	Job security	Level of stability at work
Environmental and Organizational	Work conditions	Ergonomic aspects (comfort, brightness, noise)
	Growth opportunity	Career advancement through promotions or plans
	Task variety	Perform different types of activities avoiding monotony
	Task identity	Perform complete tasks from start to finish and not just a fraction

Source: Prepared by the authors based on [4].

Before starting the data collection, a pre-test was carried out to assess the pertinence of the adaptations made in the data collection instrument, as well as to verify the functioning of the online data collection tool. Administrative technician in education from another federal educational institution were invited to answer the questions. The collaborators issued their opinion directly to the researchers.

Through the pre-test it was suggested to add in the Personal Data section and in the question about Education, the Master's and Doctorate levels. This suggestion was accepted by the researchers.

The questionnaire was applied to the administrative technician in education at the Federal University of São João del-Rei using the online forms tool "Google Forms" to optimize the application, as well as avoid print the questionnaires. The form to answer the questionnaire was sent to the institutional emails from a list obtained by the Personnel Administration Division.

The data collection of the research subjects took place between the months of January and April 2018, with a total of 176 respondents. The reliability analysis showed a 0.937 cronbach's alpha, showing high reliability in its application to the administrative technician in education of the researched institution.

The data treatment was carried out by descriptive statistical methods in the calculation of the scores to diagnose the administrative technician in education perceptions about QWL. It was possible to dimension and quantify which spheres and aspects had the highest average and to calculate the general score. The mean scores of the aspects, spheres and "Total" score were converted to a centesimal scale from 0 to 100. For better visualization of the results, graphs were constructed to discuss the results.

As suggested by [4], the analysis of the results of the TQWL-42 used the QWL classification scale proposed by [25].

This classification indicates the level of satisfaction of QWL on a scale from 0 to 100. The intermediate level of QWL is represented by the central point (50), the values between points 25 and 50 represent dissatisfaction and the values between points 50 and 75 represent satisfaction. Values below 25 or above 75 represent a lot of dissatisfaction and a lot of satisfaction, respectively. At the extremes there is the totally unsatisfactory and totally satisfactory. In addition, each level has a division into sections of 6.25 points, showing a trend from the level found to the closest classification, which is represented by arrows indicating the direction of the trend of the result found.

RESULTS AND DISCUSSIONS

Characterization of Research Subjects

The mean age of 39.69 in the sample includes both men and women homogeneously. Regarding marital status, of the 176 respondents, 57 (32.39%) were single, 110 (62.50%) married or in a stable relationship, 1 widowed and 8 separated or divorced (Table 2).

Table 2: Demographic characteristics and job classification level

Characteristics	Frequency	%	Characteristics	Frequency	%
Genre			Education level		
Female	108	61.36%	Incomplete high school	2	1.14%
Male	68	38.64%	Complete high school	1	0.57%
Civil status			Incom. higher education	5	2.84%
Single	57	32.39%	Complete higher education	25	14.20%
Married	110	62.50%	Incom. <i>latu sensu</i> graduate	2	1.14%
Divorced	8	4.54%	Compl. <i>latu sensu</i> graduate	87	49.43%
Widowed	1	0.57%	Incomplete Master's	17	9.66%
Age (years)			Complete Master's	28	15.91%
60 to 64 years	1	0.57%	Incomplete doctorate	8	4.55%
55 to 59 years	11	6.25%	Complete doctorate	1	0.57%
50 to 54 years	24	13.64%	Classification level		
45 to 49 years	19	10.80%	A	2	1.14%
40 to 44 years	19	10.80%	B	2	1.14%
35 to 39 years	44	25.00%	C	17	9.66%
30 to 34 years	37	21.02%	D	122	69.32%
25 to 29 years	19	10.80%	E	33	18.75%
20 to 24 years	2	1.14%			

Source: Elaborated by the authors

This result is consistent with [28] research studying the QWL of IFSul public servers located in Pelotas-RS, which found 41.3% of married respondents, corresponding to the majority. The author suggested that their QWL could suffer interference from the social and family environments, considering the possibility of the married public server taking family problems to work.

On the other hand, the fact that Law 8,112 / 90 affirms the stability work of the public server who was qualified by a public exam [11], could represent a substantial incentive for the public service search by the people who have a family.

It was found (Table 2) that the most of the respondents have at least completed Higher Education, totaling 168 individuals (93.85%), with only 8 (4.54%) do not have this level. It is important to understand that the Career Plan for administrative technician in education in the Federal Teaching Institutions was enacted by the Law 11.091, of January 12, 2005, in its Article 11. It has instituted the Incentive to Education Qualification for the public servant who has a formal education higher than that required for the position he holds. A percentage is added on the basic salary for those who obtain a formal education title higher than the position in which they are linked [14]. In this way, many public servants who aim to improving their salaries seeks to educational training in addition that is required, which would explain the high educational profile of the sample.

Among the studies of the public servants QWL, [29] when analyzing the servants perceptions regarding the aspects that influence their QWL, demonstrated that the education variable had an influence on the level of autonomy required at work, suggesting that the higher the education level greater is the demand for autonomy. [30] and [5] when studying QWL of the servers of the Personnel Pro-rectory at UFRJ, indicated a higher QWL score among professionals who have a specialization / master's education or are at a higher level. In that study, people with incomplete high school had a lower degree of need for individual growth. These studies corroborate the discussion regarding the level of QWL satisfaction found in the present study.

Regarding the classification level of the position held, it is clear that there are a large number of civil servants in level D. For these positions, high school is normally required in the selection process. For level C and level E positions, Elementary and Higher Education, respectively.

It is interesting to note in the present study samples that the technical-administrative servant of the Institution has an education above that is required for his position. It is noteworthy that in the career of this server there is promotion by merit and training, in addition to incentive to qualification, which could explain the level of education of respondents. Table 3 shows that 92% of respondents have a higher level of education than the job requirement.

Table 3: Education level by job classification level

Servers Schooling	Classification Level of Occupied Position					Total
	A	B	C	D	E	
Incomplete high school	0.6%		0.6%			1.1%
Complete high school				0.6%		0.6%
Incomplete higher education				2.8%		2.8%
Complete higher education			1.1%	12.5	0.6%	14.2%
Incomplete <i>latu sensu</i> graduate				1.1%		1.1%
Complete <i>latu sensu</i> graduate	0.6%	0.6%	6.2%	33.0%	9.1%	49.4%
Incomplete Master's			1.1%	5.7%	2.8%	9.7%
Complete Master's				3.4%	1.1%	4.5%
Incomplete doctorate					0.6%	0.6%
Incomplete doctorate	1.1%	1.1%	9.7%	69.3%	18.8%	100.0%

Source: Elaborated by the authors

These findings agree with [28]'s study when comparing the classification levels of the researched sample with the education of the administrative technician in education. He found 55% at the intermediate level and with higher education than required for the position they occupy.

Of the 176 respondents, 163 said they received a Qualification Incentive (92.61%) and 13 said they did not receive (7.39%).

About the Quality of Work Life Program participations, 169 individuals stated that they did not participate (96.02%), while only 7 (3.98%) stated the opposite. This data corroborates the fact that in the institution where the research was carried out, there was no Quality of Work Life Program implanted. The People Management Pro-Rector of the researched institution recently created a Center for Health Promotion and Quality of Life, in which it offers employees ecological walks, agro-ecological fairs and solidarity economy, such as the Program for adequate and healthy food and the Work Welfare Program.

Therefore, the few participants who reported participating in Quality of Work Life Program must have referred to an isolated participation in one of these events. However, this finding confirms the relevance of this study by demonstrating that the planning of Quality of Work Life Program must prior knowledge the QWL of its servers to have significant adherence of them.

In the opinion of [31], the Quality of Work Life Program implanted in the companies are carried out without surveying the employees' perception about intervening factors in their job satisfaction. It is agreed with [32] that knowing what employees think about QWL is the most important strategy in management QWL issue, and it should serve as a base for QWL practices in organizations.

Quality of Work Life Analysis

In the Biological and Physiological sphere, the dimensions closest to the WHO definition of quality of life of perfect physical, mental and social well-being are examined [2]. [33] stated that

accumulations of dissatisfaction levels or physical or mental illnesses can result in decreased worker performance, interfering with the QWL satisfaction.

About the scores in the Biological and Physiological sphere, Table 4 shows that the aspect with the highest score was Work Capacity (75.85). The lowest was Health Services and social assistance (39.20).

Table 4 - Biological and Physiological Scores

Sphere	Aspects	Mean
Biológico and Physiological	Physical and mental disposition	52.49
	Working capacity	75.85
	Health and social care services	39.20
	Rest time	54.55
	Total	55.52

Source: Research database.

Considering the socio-demographic and professional respondents profiles, the most of the public servants in the sample have average age of 39.69 years and with at least complete higher education, which may explain the high satisfaction of the public servant with their work capacity. The health services and social assistance dissatisfaction point to an aspect of QWL that is not adequately attended. Considering the sample professional demographic profile, the researched group has a higher professional level, receiving incentives for qualification and with 8 years average in the institution. However, most are married and possibly have a family to support and afford personal and family health, compromising the standard of living and affecting the QWL.

The physical and mental disposition and the time of rest were satisfactions, but with a tendency towards neutrality, which can hide the presence of apathy or routine in the execution of tasks, in addition to tiredness routine justifying the health and social assistance dissatisfactions. This finding is in agreement with the study by [34], in which the aspect health and social assistance services also presented one of the lowest averages (43.88), leading them to conclude that, by the participant perspectives, the institution does not offer subsidies that promote health improvements.

Another aspect is the workload, examining the realization of overtime, or extraordinary service (nomenclature appropriate to Public Service). Even when required in exceptional situations of service needs, expressly determined by the immediate manager, the very often may indicate a lack of personnel in a given sector. If it frequently occurs, it can affect the rest time of the servers. The Psychological and Behavioral sphere had an average score of 64.61 (Table 5).

Table 5 - Psychological and Behavioral Scores

Sphere	Aspects	Mean
Psychological and Behavioral	Self esteem	67.54
	Task Significance	73.15
	Feedback	66.62
	Personal and professional development	51.14
	Total	64.61

Source: Research database.

It can be inferred that the task significance, self esteem and feedback lead to a good QWL profile with a strong Psychological and Behavioral component. In this case, there are positive feelings, self-esteem, desire to learn and the ability to concentrate, individuals characteristics with general satisfaction in quality of life.

The score of the aspect Personal and professional development may indicate that the server's work capacity may not be fully explored in all its possibilities of personal and professional development. The researched institution has an Annual Training Plan for Servers, prepared based on an Annual Survey of Training Needs, however, it seems that they are not being enough to increase the satisfaction of the public servers.

The Sociological and Relational sphere had an average score of 58.98 (Table 6), it being within the satisfactory range with a tendency to maintain a satisfactory index, according to the QWL [25] classification scale.

Table 6 - Sociological and Relational Scores

Sphere	Aspects	Mean
Sociological and Relational	Freedom of expression	51.42
	Interpersonal relationships	72.23
	Autonomy	56.89
	Leisure time	55.40
	Total	58.98

Source: Research database.

Freedom of expression scored a tendency towards neutrality, that is, neither satisfactory nor unsatisfactory. This score is below the level of satisfaction obtained in the Sociological and Relational Sphere, suggesting certain apathy in this regard.

[19] considered the workers participations fundamental in decisions that affect the performance of their functions and give greater freedom and satisfaction at work for them. [21] p. 229] say that

“sharing selected information with employees and involving them in some decisions become primary strategies for satisfying affiliations needs and inducing cooperative efforts toward organizations goals.”

As already mentioned, the public servant must act according to the federal constitution rules and principles, to the other laws and statutes that guide his performance, with prerogatives and limitations. However, their freedom of expression is a value to be preserved and encouraged, including to provide a quality work environment.

The Economic and Political sphere had an average score of 57.19 (Table 7), being within the satisfactory range, with a tendency to maintain a satisfactory index, according to the QWL [25] classification scale.

Table 7 - Economic and Political Scores

Sphere	Aspects	Mean
Economic and Political	Financial resources	52.41
	Extra benefits	47.37
	Working hours	48.51
	Job security	80.47
	Total	57.19

Source: Research database.

In this sphere, it has the aspect that had the highest level of satisfaction among all aspects of the study: Job security. This fact demonstrates that the security feeling due to federal public servants job stability. After three years of effective exercise and approbation in a probationary stage, the public servant achieves stability job that improve its QWL. Stability does not exempt the server from the risk of being fired for poor performance. However, in the face of economic instability and current unemployment, job security, at least for the public servants studied, provided satisfaction. The level of satisfaction of the financial resources aspect indicated satisfaction with a tendency towards neutrality, suggesting that the administrative technician in education studied know their career plan with their respective remuneration. The financial resources neutrality tendency can be caused by the impact of job stability, it evidenced by the high satisfaction of the services studied regarding job security.

The low index in the workday aspect corroborates the score found in the aspects of rest time and leisure time, emphasizing the need to research this issue to prevent negative impact on QWL.

Extra Benefits, in the case of administrative technician in education servers, the totality of the benefits, mainly the financial ones, is provided in the career plan or defined in laws and other pertinent laws and regulations, such as in Federal Law 8,112 [11]. This was the indicator with the lowest level of satisfaction among all aspects analyzed.

[19] stated that compensation systems that value work in a fair way and according to performance are fundamental for QWL. However, the public servant benefits are fixed and do not follow the market logic that favors private sector workers.

[35] identified in their study that the satisfaction variables with the compensation presented the worst results because the sample was composed of public servants, who even being efficient at work cannot be fairly rewarded, as they depend of Laws that "tie" the career.

With the exception of job security, all other aspects of the Economic and Political sphere scored less than the overall level of satisfaction in the sphere. This finding may be related to a public servant malaise, in general, regarding the salary policy and other issues related by them.

In this case, it can be questioned if the Job Security provided for the public servant is being sufficient to reduce dissatisfaction perceived with the quality of work and motivation it in the Economic and Political scope.

The Environmental and Organizational sphere had 56.23 averages score (Table 8), it being within the satisfactory range, but with a trend towards neutral field in the QWL classification scale.

Table 8 - Environmental and Organizational Scores

Sphere	Aspects	Mean
Environmental and Organizational	Work conditions	54.12
	Growth opportunity	53.05
	Task variety	51.14
	Task identity	66.62
	Total	56.23

Source: Research database.

The task identity aspect showed the highest satisfaction level in the Environmental and Organizational sphere. The server seems prepared to carry out the activities for which he is assigned and he is satisfied to perform them.

In the working conditions aspect, there was a low satisfaction level. It reinforces the need for the institution to carry out an ergonomic evaluation. In the growth opportunity aspect, the satisfaction level was also low. It suggests server apathy in relation of growth opportunities in the public service scope and in the institution.

The task variety aspect had the lowest satisfaction level in the Environmental and Organizational spheres. Possibly, the public server sampled has experienced monotony in the execution of his tasks.

The results of the spheres conversion and the global score to a centesimal scale will be presented (Figure 1). The sphere that had the greatest impact on the QWL assessment was Psychological and Behavioral, followed by Sociological and Relational. In general, the respondents were satisfied with these aspects, particularly regarding the task significance and interpersonal relationships.

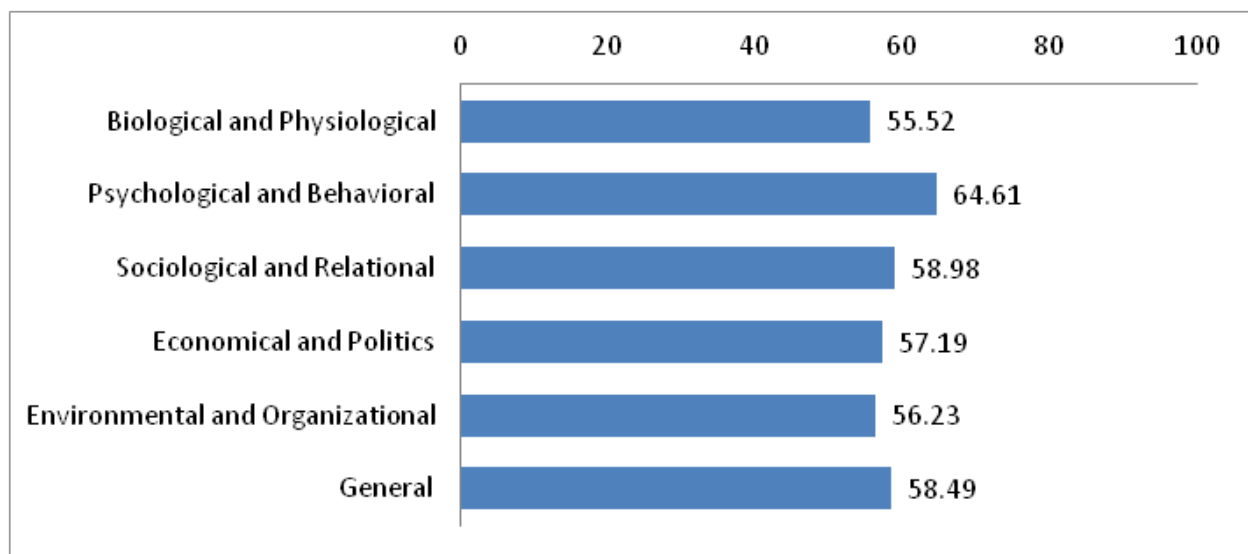


Figure 1: Spheres Results (scale from 0 to 100)

Source: Research database.

The result of the simple arithmetic mean among all spheres of QWL (58.49) indicated satisfaction of the Administrative technical servants in education with their QWL, with a tendency to maintain satisfaction. It is observed that the spheres, Biological and Physiological, Environmental and Organizational and Economic and Political, presented lower averages than the Total Score. This data suggests that these spheres will demand greater attention from the People Management Sector proposing malaise preventive measures in the workplace.

As shown in Table 9, these values from other studies [34], [36], [37] was similar to the present study, with a QWL general satisfaction of the Administrative technical servants in education QWL and it tending towards maintenance. It suggests that there are common points by Administrative technical servants in education regarding the perception of QWL satisfaction and dissatisfaction.

Table 9: Comparison of Studies with TQWL-42 in Administrative technical servants in education

Esferas	Research dates	Pinto, Pedroso e Pilatti (2014)	Lima (2014)	Mansano (2015)
Biological/Physiological.	55.52	59.27	59.52	64.06
Psychological/Behavioral	64.61	69.63	68.45	68.46
Sociological/Relational	58.98	59.81	59.78	62.72
Economic/ Political	57.19	56.96	53.89	58.15
Environmental/Organizational	56.23	57.81	58.37	60.59
General	58.49	61.15	60.25	62.97

Source: Elaborated by the authors

CONCLUSION

The Administrative technical servants in education have singular characteristics of the QWL, like statutory regime that obliges them to follow the principles and precepts of the administrative legal regime, in addition to the career plan of five classification levels.

Thus, in this research it was importance to diagnostic the QWL of the Administrative technical servants in education, considering the profile specificities for the QWL implementation Programs. Thus, the research provided subsidies for an intervention that consolidates well-being sources and that removes or alleviates the work malaise causes. It necessary that this intervention objective preventions of health problems and the QWL promotions.

In this research, dissatisfactions were pointed out regarding the Health and Social Assistance Services, Extra Benefits and Work Hours. Neutrality / dissatisfaction trends were found in the following aspects: Personal and professional development, Task Variety, Expression freedom, Physical and mental disposition, Growth opportunity, Financial resources, Working conditions, Rest time and Leisure time. Most of these aspects, due to the specificity of the public servant, it is disadvantages in comparison of the private initiative servant, and it may contribute to aggravate the lack of meeting many Technical-Administrative Servers needs.

The aspect with the greatest satisfaction was Job security, followed by Work capacity and Task significance, which can be considered advantages for the public servant.

In view of this, Administrative technical servants in education QWL should seek physical, psychological, technological and social balance in the context of the organizational environment,

considering what the employees think about these aspects. Therefore, this research about the satisfaction and dissatisfaction of the Technical-Administrative Servers QWL has done possible to formulate contributions for the Quality of Work Life Program implementation.

Respecting the researched educational institution autonomy, it is suggested that the contributions of this research serve as a reflection so that the isolated initiatives for the promotion of QOL are incorporated and expanded in a Quality of Work Life Program. So, it is suggested to include measures to improve people management that involve working methods, autonomy in the execution of tasks, access to commissioned functions and greater participation in decisions regarding tasks.

The study's delimitation is pointed out as to the not generalization of the sample results to a broader population, both by non-probabilistic sampling and by the configuration of a field research.

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