

# THE BEST COMPANIES TO WORK IN BRAZIL AND QUALITY OF WORKING LIFE: DISJUNCTIONS BETWEEN THEORY AND PRACTISE

**Profa. Valmíria C. Piccinini, Dra.\***  
**Profa. Suzana da Rosa Tolfo, MSc\*\***

## **Abstract**

This article reports on a study about the best companies to work in Brazil. A descriptive research method was used and the data was collected by questionnaire from managers and employers. The researchers identified eight core dimensions to evaluate practices in Quality of Working Life. It indicates that there is a relation between the researched dimensions and the eight conceptual categories of the Quality Working Life (QWL) that proposed by Walton (1973).

The results showed that Brazilian companies tend to offer benefits with emphasis on workers health plans, followed by training and development, good human relationships and career opportunities.

## **I – Introduction**

The work world has been passing by deep transformation. Subjects like globalization, flexibility, news ways of work organization are among the concern's of the organizational studios. In this stage of the so-called third Industrial Revolution, there are more concerns with those people who work in organizations. It happens because like same authors have written – because are just the colaborators that give possibility to competitive advantage in organizations. Then, it is necessary to develop Quality of Working Life activities. On the other hand, there are works like Peter Drucker is who sign that itsn't real , because the organizations keep on the old treatment related to employees.

In this sense, this article has the goal of debating this question, through the analysis of the research results elaborated by Exame magazine and Hay Consultoria do Brasil. The research shows the actual panorama about companies that give the best work conditions to the employees. We will are going to analise the data showed in that magazine, surching for relations to the Quality of Working Life theory. Still we are a going to consider the possibility of disjunctions between theory and practice, given the economic, social and political brazilian context.

At first, it will be showing a short theory revision about Quality of Working Life, contemplating historics aspects, main concepts and Walton model (1973). In sequence, there is a description of the metodology adopted by the analysed research in this paper, as well as the adopted criteria to do this study.

Item IV shows the results and data analysis, and finally the conclusions.

---

\* \*\* Co-ordinator and member of GINEIT/Programa de Pós-Graduação em Administração/EA/UFRGS (respectively)

\* E-mail: vpiccinini@adm.ufrgs.br

\*\* The second author thanks CAPES by financial Doctorate studies. E-mail: srtolfo@adm.ufrgs.br

## II – QUALITY OF WORKING LIFE

Studies related to Quality of Working Life (QVT) started in 1950's and showed different stages.

Eric Trist and his collaborators from Tavistok Institute (London) are pointed as the precursors to research on Quality of Working Life. In that decade, they had initiated a series of studies that gave origin to a social-technique approach related to work organization. There was a concern with worker satisfaction and welfare.

However, only in the 1960's the movement was developed. There was a consciousness about the importance of trying better ways to organize the work, with the objective of minimize negatives effects over the worker.

The first movement phase was extended until 1974 – in the USA - when there was an interest fall by QVT in function of economic questions - energy crisis and increasing inflation. The needs of companies survival made the employees interests pass to have a second plan importance.

After 1979 the concern with QVT resurged mainly, because of the loss of American industries competitiveness before its Japanese competitors. This loss of competitiveness led to the inquiry of the managemental styles practised in other countries and to relate the programs of productivity to the efforts with the improvement of the QVT.

In Brazil, QVT movement appears more delayed, because of the concern with companies competitiveness in a context of bigger aperture for importation of foreign products and in the mat of the Programs of Total Quality (Fernandes, 1996). Although the thematic of the Quality of Working Life has received sufficiently attention in these two last decades, still some uncertainty related the accurate direction of the term exists. The term, generic, Quality of Working Life contemplates analyzed aspects previously as motivation, satisfaction, work conditions, styles of leadership, amongst others. Related to these aspects, the stack of factors that constitute in positive and negatives points of the work is very ample.

There are concepts diversification about QVT. Then, we need review literature because we can work with something that we don't know exactly what it is ( Fernandes, 1996).

In order to show a conceptual panorama over Quality of Working Life, will be presented some definitions adopted in this paper.

*“Qualidade de Vida no Trabalho (QVT) refere-se a aspectos favoráveis e desfavoráveis do ambiente de trabalho das pessoas. A proposta básica é desenvolver trabalhos que sejam excelentes para as pessoas, tanto quanto para a produção”* . (Keith, 1981: 286).<sup>1</sup>

*“QVT é um processo organizacional capaz de identificar o potencial criativo de seus empregados, envolvendo-os em processos decisórios que afetam suas vidas no trabalho (GUEST, 1979, p.76-7).”*<sup>2</sup>

---

1. Interpretation: “Quality of Work Life (QWL) refers to the favorableness or unfavorableness of a job environment for people. The basic purpose is to develop jobs that are excellent for people as well as for production”. (Keith, 1981: 286)

2. Interpretation ...” QVT is a process by which an organization attempts to unlock the creative potential of its people by involving them in decisions affecting their work lives” Guest (1979:76-7)

It's possible to point out the definition of one of the main exponents in QVT studies, Walton (1973), who articulates as follows:

*“a idéia de QVT é calcada em humanização do trabalho e responsabilidade social da empresa, envolvendo o atendimento de necessidades e aspirações do indivíduo, através da reestruturação do desenho de cargos e novas formas de organizar o trabalho, aliado a uma formação de equipes de trabalho com um maior poder de autonomia e uma melhoria do meio organizacional”*.<sup>3</sup>

Bowditch and Buono (1992, p. 207), when revising the literature found on the subject, had emphasized the practical ones adopted for the organizations and that they constitute in QVT actions. For these authors:

“Um conjunto de definições equaciona a QVT com a existência de um certo conjunto de condições e práticas organizacionais tais como cargos enriquecidos, participação dos empregados nos processo de tomada de decisões, condições seguras de trabalho, assim por diante. Uma outra abordagem equaciona a QVT com os efeitos visíveis que as condições de trabalho têm no bem estar de um indivíduo (por exemplo, manifestação de satisfação no local de trabalho, crescimento e desenvolvimento dos funcionários, a capacidade de atender a toda gama de necessidades humanas (...))” (Bowditch & Buono, 1992, 207)<sup>4</sup>

Analyzing the conceptualizations of the main authors (foreigners and brazilians) who investigate the thematic one, it is possible to identify three main groups that had developed common basic points in its statements of Quality of Working Life. The common conceptions and its representatives are:

1. Emphasis on well-being and worker satisfaction, concomitant with the concern with the productivity increase, effectiveness and the organizational effectiveness - Huse & Cummings, Hackman & Lawler, Nadler & Lawler, Werther & Davis, Walton, Fernandes, Macedo, Hanashiro & Vieira.
2. Valuation of workers participation in decision taking process, at work and questions related to the reformularization of positions - Huse & Cummings, Hackman & Lawler, Guest, Nadler & Lawler, Werther & Davis, Walton, Fernandes, Macedo.
3. Emphasis on humanist perspective to think on people, work and organization - Huse & Cummings, Nadler & Lawler, Westley, Walton, Hanashiro & Vieira.

When treating specifically to the Brazilian case, Hanashiro & Vieira (apud Fernandes and Becker, 1988) call the attention for the necessity of having a situational vision of QVT, considering the social-economic context and local politics, that is totally different from the developed countries. Therefore, for the authors, the concept of Quality of Working Life is ample, flexible and contingent.

---

3. Interpretation: " QVT idea is based on work humanization and social responsibility of the company, involving the agreement of necessities and aspirations of the individual, through the reestruturation of the positions drawing and new ways to organize the work, ally to a formation of teamworks with a greater to be able of life and an improvement of the organizational enviroment.

4. Interpretation: " a set of definitions equates the QVT with the existence of a certain set of organizational conditions and practical such as enriched positions, participation of the employees in the processes of decision taking, safe conditions of work and thus for ahead. Another boarding equates the QVT with the visible effects that work conditions have in the individual welfare (for example, manifestation of satisfaction in the workstation, growth and development of the employees, capacity to take care of to all the gamma of human necessities

## 2.1. MODEL OF WALTON FOR QVT

There are different methods that has been developed by studios, aiming to identify aspects present in the work and that they are related to Quality of Working Life. The model purposed by Walton (1973) will be the basic referential to analyze the practical ones adopted in the best companies to work in Brazil and the dimensions of QVT, because of its amplitude.

Conceptual Categories	Dimensions
1. Adequate and Fair Compensation	- Adequate income - Fair compensation
2. Safe and healthy working conditions	- Reasonable hours to work - Physical conditions
3. Opportunity to use and develop human capacities	- Autonomy - Exercise of multiple skills - Knowledge of the whole tasks
4. Opportunity for continued growth and security	- Capabilities development - Advancement opportunity - Security
5. Social Integration	- Freedom from prejudice - Interpersonal openness - Egalitarianism
6. Constitucionalism	- Right to personal privacy - Free speech - Equity in treatment
7. Work and total lifespace	- Balance role of work in life
8. Social relevance of work life	- Worker perception about social organization responsibility

The eight interrelated dimensions form a set that makes possible the researcher to apprehend the points perceived by the workers as positive or negatives in its situation of work. They present the advantage in such a way to analyze the set of conditions and practical organizationals, as aspects related to the satisfaction and perception of the employees on the positive factors in the work (Silva & Tolfo, 1995).

### III - METHODOLOGY ADOPTED BY THE RESEARCH IN ANALYSIS.

The Hay Group searched to identify those that in the set Human Resources policies, to analyze the best companies to work in Brazil. They presented the best performance as wages, benefits, good climate work, perspectives of career development, possibility of development and professional accomplishment.

Proceedings adopted:

1. It was sent 4.000 questionnaires to companies chairmen and businessmen in all over the country. They were asked about the best companies to work;
2. It was selected 130 more cited organizations in the first stage;
3. It was sent questionnaires to Human Research managers and workers of the 130 organizations;
4. The issues of partial analysis resulted in a short list of companies with better evaluation;

5. It was sent questionnaires to the companies included in short list, where the formal human resources policies were researched, such as: payment and benefits, training and development, opportunity for career, free communication between managers and employees, pride of work and company as well as system work innovation.

It was selected organizations with a score higher than 7 to the managers. Employees questionnaires were evaluated and it was selected companies with a score higher than 65.

6. Results of managers and employees were compared and it was selected the companies with either better qualification;

7. It was requested other deep interview in companies with better evaluation the best companies to work in Brazil were listed.

It will be presented the results of better placed companies related to the items considered by the researchers as those essential so that a company may be seen as an excellent place to work in. Eight items are: wages and benefits, career opportunity, freedom communication between managers and employees, security in the managers, pride of work and company, interpersonal openness, training and development and innovation in the work system.

For each one of them, it was defined a scale from 1 to 5, in an increasing order that, in its set, they make possible to infer on the Quality of Working Life of the human capital in Brazilian companies. The companies selected as object of the present study had gotten maximum evaluation in, at least, four of the items that they characterize an excellent organization to work.

#### IV - RESULTS

Considering that 30 companies had been selected and that there are eight features that become them the best companies to work in Brazil, it was decided to present and analyse the most excellent results, of the companies with more positive evaluation for a decreasing order. In such a way, one considered the evaluations in the scale from 1 to 5, related to eight items previously presented. The main results will be contemplated as follows.

The company who presented the best result was Fiat. It reached maximum evaluations in the relation to the career opportunity, security related to the managers, pride of work and company, freedom communication between managers and employees, interpersonal openness and training and development. The evaluation of the company biggest advantage, there was a series of likeable measures cited that conquer the employee and its family. They include the coming of the Fiat Italian President to Brazil to deliver prizes for the academic employees children performance, the program "New Life" (for prompt in the prenatal, even gifts on the birthday), campings for children, megaclub, "Sunday in Fiat", and other demonstrations that, according to Exame magazine, are considered by the HR directors as "explicit paternalism".

It's considered as the most attractive benefits its insurance - with total covering-, the sponsorship for graduation and post-graduation in areas of company interest, subsidy for children's studies, employees right to indicate people for the selection process, discounting the purchase of carriages.

The companies what present evaluations with maximum value (5) in relation to the 5 considered items, are:

Organizations	Criteria
1.ACCOR DO BRASIL	<ul style="list-style-type: none"> <li>• security related to the managers</li> <li>• pride of work and company</li> <li>• freedom communication between managers and employees</li> <li>• interpersonal openness</li> <li>• work system innovation</li> </ul>
2.ARTHUR ANDERSEN	<ul style="list-style-type: none"> <li>• career opportunity</li> <li>• pride of work and company</li> <li>• freedom communication between managers and employees</li> <li>• interpersonal openness</li> <li>• training and development</li> </ul>
3. PROMON	<ul style="list-style-type: none"> <li>• payment and benefits</li> <li>• security related to the managers</li> <li>• pride of work and company</li> <li>• freedom communication between managers and employees</li> <li>• system of work innovation</li> </ul>
4. SAMARCO	<ul style="list-style-type: none"> <li>• career opportunity</li> <li>• security related to the in managers</li> <li>• proud of work and managers</li> <li>• freedom communication between managers and employees</li> <li>• interpersonal openness</li> </ul>
5. USIMINAS	<ul style="list-style-type: none"> <li>• career opportunity</li> <li>• payment and benefits</li> <li>• security related to the in managers</li> <li>• proud of work and company</li> <li>• interpersonal openness</li> </ul>

The organizations with better resulted (5) in relation the 4 of items considered, was:

6. BELGO MINEIRA	<ul style="list-style-type: none"> <li>• career opportunity</li> <li>• proud of work and company</li> <li>• freedom communication between managers and employees</li> <li>• system of work innovation</li> </ul>
8. BRASMOTOR	<ul style="list-style-type: none"> <li>• career opportunity</li> <li>• pride of work and company</li> <li>• freedom communication between managers and employees</li> <li>• interpersonal openness</li> </ul>
9. ELMA CHIPS	<ul style="list-style-type: none"> <li>• security related to the managers</li> <li>• pride of work and company</li> <li>• freedom communication between managers and employees</li> <li>• interpersonal openness</li> </ul>
10. GOOD YEAR	<ul style="list-style-type: none"> <li>• career opportunity</li> <li>• pride of work and company</li> <li>• interpersonal openness</li> <li>• training and development</li> </ul>
11. XEROX	<ul style="list-style-type: none"> <li>• career opportunity</li> <li>• security related to the managers</li> <li>• pride of work and company</li> <li>• freedom communication between managers and employees</li> </ul>

Proceeded the presentation from the main results, it is possible to verify that the evaluated companies as better places to work, in the perception of its employees, have proportionate:

- a. Pride of work and company;
- b. Freedom communication between managers and employees,
- c. Career possibility;
- d. Interpersonal openness;
- e. Security related to the managers;
- f. Training and development;
- g. Innovation at work system;
- h. Payment and benefits.

Amongst the main advantages of each one of the cited organizations previously, they are:

1. Decentralized system of management and that it provides autonomy;
2. Possibility of the employee to become partner;
3. The employees are the owners of the company (community of professionals);
4. Ample chance of professional ascension;
5. Steady job;
6. System of results awarding;
7. Excellent system of remuneration;
8. Environment of glad and relaxed work;
9. Exportation of experts to other subsidiary ones of the world; and
10. Environment of pleasant work and open communication.

After this final systematization, it becomes feasible to analyze the data considering the theoretical approach on Quality of Working Life (Walton, 1973).

#### 4.1. Analysis of the Data on the basis of the Theory on QVT.

The identified item as more representative of the best companies to work is pride of work and company. Correlated with Walton model for analysis of Quality of Working Life, one perceives that it is related with Social relevance of work life. It means, that employees evaluate the picture of the company through its performance before the total positive society. Glimpsed in the set, it can be inferred that employees of the considered companies excellent places to work perceive that this possibility is decurrent, first, of a contingent aspect, ampler, that is the evaluation of the social work role and company. Such result calls the attention for two more immediate hypotheses:

1. It would be in result of the development of a sistematical perspective in the inward of the organizations; or

2. Due to a more objective result before the conflict in relation to capital-working; For its side, an increasing interest for the thematic one of the compromise at the work is evidenced in recent literature. There is a concern in verify in what degree it happens, the main networks of compromise (in relation to the union, to the group of formation, the company) and its impacts on the work environment. Bastos (1997) has developed a series of studies in partnership with collaborators, where one of them says:

*“A noção de ‘Mudanças Organizacionais’ é quase de senso comum hoje em dia, tal é o grau de disseminação dos programas que visam estabelecer novas perspectivas para as organizações no contexto complexo e mutável da sociedade contemporânea. Quer sejam definidas como ‘Programas de Qualidade’, ‘Reengenharia’ ou mesmo ‘Desenvolvimento Organizacional’, subjacente a estes processos há a expectativa de que as transformações na*

*estrutura e dinâmica da organização levem a níveis mais elevados de comprometimento com o trabalho.”* <sup>5</sup>

In synthesis, the organizational compromise is representative of the individual bond with his work and organization. It has represented for the current Administrative Theory, an instrument of contribution in the attempt of that the employee "dress the shirt of the company", as the dictated which become popular.

**Freedom communication between managers and employees** were the second element that pointed factor of excellency signaled to work. The communication process is related to the factor of QVT called **Constitutionalism** and understands, amongst others, the liberty of speech. The communication acquired differentiated relevance with the reorganization productive, since all the work process must occur in a more agile way, taking care of to the changes speed that are imposed to the organizations. Instead of the information greatly filtered that predominated in the molds of the taylorism, it becomes necessary that the more common actions become each time, in such a way, critical suggestions, and conflicts are used to advantage by the organization, to improve quality of its products and jobs, to magnify productivity and to take care of the customers adequately.

**Career opportunity** has its co-related in the model of Walton of Quality of Working Life, through the called factor **Possibility of growth and security**. This is a main question to be designated, because employees value it as one of items the most important so that an organization be excellent to work. On the other hand, satiated brought up to date literature exists that signals the end of the job and the end of the career (Bridges, 1995; Bertoni, 1995; Tomei apud Davel and Vasconcelos, 1996). As the results demonstrate, it becomes possible to infer that there is a point of divergence between what the employees expect from organizations and what will be the perspective of a type of horizontalized, in relation to the ancient effective hegemonic model.

The **Social integration in the company**, constant in the QVT model, finds reference in the item **Interpersonal openness**, investigated in the research under the present analysis. The positive evaluation in relation to such item meets a current perspective that values the performance in teams, and an environment of pleasant and relaxed work, where predominates open communication (as in the examples cited in the research as main advantages of companies like Elma Chips and Xerox).

**Security related to the managers** designated by employees, articulate with the **Social integration in the company** and with the chance of security guard. It mentions to equality of chances, interpersonal relationship and communitarian sense and to the feeling of security in the job. In times of new ways of work organization, it has evidenced the importance of some change that occurs in an organization counts on the total management compromise. According main studios of the Total Quality Management, the example should come from the top.

In a sixth position, the **initiatives of training and development** offered by the companies, and that they find co-related in the factor of QVT nominated by Walton as **Chance of growth and security**, contemplated specifically through the referring dimension to the professional growth.

---

5. Interpretation "The notion of 'Organizational Changes' is almost of a common sense nowadays, such degree of the programs dissemination that they aim at to establish new perspectives for the organizations in the complex and changeable context of the contemporary society. As defined as 'Quality Programs', 'like Reengineering' or even 'Organizational Development', underlying to these processes. There is the expectation that the hashings in the structure and dynamics of the organization take to highest levels of compromise with the work."

The employees qualification has been widely debated in academic and technical environment , as a central point to face the Third Industrial Revolution, that has brought a "new age " based on microelectronics. In Brazil the thematic is especially relevant and preoccupying, since the companies do not have tradition to invest in training. This is verified one more time by the proper result of this research, given that the qualification for the work doesn't find among the first items evaluated positively by the workers. This is justifiable, because a top company in training must offer at list on 80 hours activities a year for every employee. The data of the research demonstrate that only six exceed this level and the average of hours of the thirty companies is 56.2 classes per hour. Most of them are starting to provide elementary and high school, since automation and flexibilization aren't possible with laborers with a school average of four years (while Argentine have an average of 9 years and China of 13 years).

The **Innovation in the work system** doesn't possess a factor or dimension in the adopted model of QVT that may contemplate it adequately. On the other hand, the fact calls the attention that the employees consider innovation as one of the last items found in its organizations and that they contribute so that an organization be considered excellent to work. It seems that hashings in the work world, more specifically the innovations, have not been associated to the improvements in the Quality of Working Life.

As approaching the Total Quality, Hackman and Wageman (1995) contemplate its implications with the manning aspects. They point out the importance of some processes that are keys to understand people at work, which are: motivation (intrinsic motivation, meaning of work, focus in the reach of goals and the payment for performance), learning (happened of the other person, on the work processes and collective goals) and change (in the processing of information and emotional enrollment). The authors identify some similarities between principles adopted by Total Quality and Quality of Work Life movement, but they presented dilemma decurrent of contradictory demands between aspects that would develop the compromise of the employees with the work and others that would generate unsatisfaction . It is considered that such contradictions contribute in categorical mode for the attitude in relation the TQM and the organizations need to supplant them to reach its.

**Salaries and benefits** appear as the least contemplated item by the most evaluated companies as an excellent place to work in Brazil. This item can be related to the described factor by Walton (1973) as **Fair and adequate compensation**, and understands the adequate income to work, internal and external fairness. Such question is widely known and can be analyzed under diverse variants. If the origin will be in Psychology studies, we find in Herzberg an important contribution even today, when it designates that wage has a hygienical function on the motivation. Remuneration and benefits don't work as motivation source, but they serve only to prevent the unsatisfaction. Based on economic and sociological indicators, it's possible to contrast the Brazilian minimum wage with others countries of Latin America, to evidence how low it is.

According to Ruas (apud Gitahy, 1994, p.98), from the 80's, there was ... "*redução dos salários reais na maioria dos setores*"<sup>6</sup>, as result of the impacts of the reorganization on the work market. Analyzing items selected by the best researchers as representative of the practical ones in Human Resources in the organizations, one evidences that they present a significant similitude in relation to the theoretical model of Quality of Working Life considered by Walton (1973). Possibility of use and development of the capacities and work in total space life aren't contemplated adequately.

---

6. Interpretation: "decrease of the real wages in the majority of the sectors "

It is considered that in future research such factors would have to be included, because in inquiry developed by Tolfo (1995) in a state-owned company of Santa Catarina state, the more representative item considered of Quality of Working Life of the mentions to the immediate chance to use and to develop the human capacities, through the integral domain of the work process and the possibility of feeling directly responsible for the work results .

When the main advantages offered by the companies are evaluated, we find a roll that go allow to the desirable current trends in the work world. Decentralization of the management, awarding for the results, opened communication, pleasant environment are included there to work. On the other hand, there is other designated advantages has been lost by the employees (steady job and ample chance of professional ascension) or still the practical are not usually adopted by organizations (possibility of the employee to become partner or owner of the company, excellent system of remuneration; and exportation of experts for other subsidiary abroad).

In this direction, Fleury and Fischer (1992) point out that significant alterations in Human Resources policy are occurring, since the thematic of qualification, stabilization and of the compromise seem to form the central axle of the new standards of Work Relations. The current moment in Human Resources Management in Brazil would be passing by a transition phase, where the models adopted until then do not reveal more adequate and the emergent ones are not enough elaborated. For the same authors, the changes reveal as a challenge because of the conservatives trends great part on the entrepreneurs, controllers and professionals of Human Resources and of the instability generated for conjunctural crises, leading to insecurity related the innovations that can mean risks to the yield expectations.

We can still stand out an adopted practical by the company with better evaluation by part of the employees and that it was called by the researchers as explicit paternalism. As the data, it's possible to infer that the employees of Brazilian Fiat identify themselves with a cultural dimension that is in such a way Brazilian and Italian and that it is treated by Colbari (apud Davel and Vasconcelos, 1996, p. 214-5):

*“O paternalismo foi um componente importante na construção ideológica do mundo do trabalho na transição para o capitalismo industrial. ...sobreviveu como estratégia efetiva de controle e como ideologia. Nesse caso fornece um repertório de valores e símbolos para um modelo de ordem social que opera a identificação do patrão com a figura do pai, responsável pela manutenção da empresa (família) e pelo sustento material e moral de seus operários (filhos). A contrapartida é fácil de ser deduzida: os operários (filhos) devem obediência e respeito ao patrão (pai) e dedicação e responsabilidade com a empresa (casa, família).”<sup>7</sup>*

The positive results of research that evaluates the Quality of Working Life, especially in Brazil, have been diffidence source, on the part of studios more critical. Conceived in the American society, worried about the conditions of work and its consequences on the welfare of the worker, it finds a social context sufficiently differentiated in the underdeveloped developing countries. This can be glimpsed from the results of the present analysis, where 4.000 companies with more than 300 employees had been selected initially, but eleven of them had only received maximum evaluation in relation essential the

---

7. Interpretation: " Paternalism was an important component in the ideological construction of the world of the work in the transition for the industrial capitalism. It survived as strategy accomplishes of control and as ideology. In this case it supplies a repertoire of values and symbols a social model that operates the identification of the master with the figure of the father, responsible for the maintenance of the company (family) and for the material and moral sustenance of its laborers (children). The counterpart is easy of being deduced: the laborers (children) must obedience and respect to the master (father) and devotion and responsibility with the company (house, family).

considered half or more of items so that a company is considered an excellent place to work. It can be inferred then, that the number of Brazilian companies is very reduced that effectively put in practical actions that aim at the Quality of Working Life of its staff.

To this direction, it is agreed to Drucker (1995, p. 51), when he designates that: "

*“Hoje todas as organizações dizem: ‘As pessoas são o nosso maior ativo’. Entretanto, poucas praticam aquilo que pregam e menos ainda acreditam nisso. A maioria ainda acredita, embora talvez não conscientemente, naquilo que acreditavam os empregadores do século XIX: as pessoas precisam mais de nós do que nós delas.”*<sup>8</sup>

And the context is not moving in the direction to transform this state of things, because, as it articulates Bresciani (1997), exist certain aspects that modify and deepen definitive features of the world of the work and of its flexibility, which are:

- Increase of the contingent of self-employed worker and without professional register;
- Growth of the unemployment, pressuring the employees to the precarious work conditions;
- Increase of the work's hours (40% of the workers of four Brazilian metropolises had worked beyond the legal day in the first months 1996);
- Provisional remedy that allows automatic replacement of wage losses; and
- Raised taxes of "turn-over".

By other hand, there are authors as Fleury (1988) and Salerno (1985) who report the diverse research about the application of new ways of the work organization in Brazil, and point the continuity of the Scientific Management model. As they sign, it has occurred a process of the eastern techniques implantation, that would lead to the standardization and the rigid division of the work, a neo-fordism. The features of the panorama that would characterize the “brasilianização” are decurrent of the low level of the workers qualification; great differences between wage bands; few cases of use of the multifunctionality of the workmanship hand; of almost the unexistence of teams works; high level of unemployment, amongst others.

So, the Quality of Working Life starts to be the one that is offered by the company, because becomes better to value what we have rather than being part of outsiders of the work market.

## V - CONCLUSIONS

Work world has being passing by deep transformations . However, the real impacts of such changes on the work organization and workers many times enough are not analyzed (as theoretically as empirically).

There is a theoretical base developed in the United States, about work humanization, to the adjusted conditions to its accomplishment and to the possibility of the employees to develop abilities through its labor activities. This movement, that is identified as Quality of Working Life (QVT) has being developed since the 1950's, and in this period had been considered diverse models for its study and its application. This made possible a " wave " of use of the methods of QVT in the most diverse companies and countries, also in Brazil. As an widely accepted paradigm does not exist on QVT, they had started to be carried through the most diverse activities, of the simplest and isolated real Programs of Quality of Working Life, under shield of such approach.

---

8. Interpretation: “Today every organizations say: ' the people are our active greater '. However, few practise what they nail and less still they believe this. The majority still believes, even so perhaps not conscientiously, that they believed the employers of century XIX: people need more us than we need of them. ”

The research presented here, brings data of great relevance, had the inexistence of research more including that contemplates the practical ones of Human Resources in the companies and how they are working to promote the Quality of Life of its employees. Analyzing the results it was verified, in first place, a significant similarity between items defined as essential so that a company is an excellent place to work and the model of Walton (1973) on Quality of Working Life. One evidences, one more time, that the amplitude of the pointers and its respective dimensions, proposals by the author, make possible an including vision of the question. It was included an item about work innovation, that goes along with the work world changes. It is according to Walton's ideas, who has written about the possibility to include new factors from the context.

Observing items that the companies characterize as good places to work, one meets, orderly decreasing: pride of the work and the company; clarity and aperture in the internal communication; career chance; camaraderie in the work environment; security and confidence in the management; training and development; innovation in the work system; and wages and benefits. Relating the results enrolled with the theoretical boarding, it is verified that the organizations provide to Quality of Working Life in relation the social relevance of the work life, constitutionalism, possibilities of growth and development, social integration in the company, possibility of ensurance, fair compensation and adjusted. The pointers of use and development of capacities had not been contemplated in the research and the work and the total space of life.

This way, the data demonstrate that the companies contemplate, in first place, related aspects to a systemic perspective and that it does not present consequences right-handers on the specific conditions of work and life of the employee. The remuneration, that takes care of the individual necessities, appears in last place, and the use and the development of the capacities and the busy space for the work in the total of the life of the individual not even had been searched. Would it be decurrent from hypotheses of the proper researchers in relation to the results?

The main advantages offered by the companies to its employees, meet desirable trends in the world of the work, such as: decentralization of the management, awarding for the results, opened, surrounding communication pleasant to work. There are some cited advantages that have being lost for the general contingent of workers (steady job and chance of professional ascension) or still the practical ones are not usually more adopted by the organizations (possibility of the employee to become partner or owner of the company, excellent system of remuneration; and exportation of experts for other subsidiary of the world).

After considering the results as a whole, still fits to weave some considerations. One evidences that after sending questionnaires for 4,000 Brazilian companies, only thirty are part of the roll of Better Companies to work. Of these thirty companies, when evaluated eight items considered essential so that a company is an excellent place to work, eleven of them only obtain to have a maximum performance in relation to more four items. If one thinks about the contingent of declassified organizations and the evaluation of the top companies, it becomes visible that the Quality of Working Life cannot be considered core competence of the Brazilian organizations. A formal speech exists that praises the importance of the Human Resources for the organizations, but the practical ones little reflect a guiding in this route. As it designates Aktouf (1996) the changes in the world of the work and the new ways to organize hide the fact that they continue to treat the human being as "cost" and "resources".

## VI – BIBLIOGRAPHY

- AKTOUF, O** . A administração entre a tradição e a renovação. **São Paulo : Atlas, 1996.**
- BASTOS, A V. Mudanças organizacionais e comprometimento com o trabalho. **Caderno de Resumos**. XXVI Congresso Interamericano de Psicologia. São Paulo. Jul. 1997.
- BOWDITCH, J.L., BUONO, A.F. **Elementos do Comportamento Organizacional**. São Paulo:Pioneira,1992.
- BRESCIANI, L.P. **Flexibilidade e reestruturação: o trabalho na encruzilhada**. In: São Paulo em Perspectiva. v.11, n.1, jan/mar. 1997. P. 88-97
- COLBARI, A L. Imagens familiares na cultura das organizações. In: DAVEL, Eduardo;
- DAVIS, K. **Human behavior at work - organizational behavior**. New York : McGraw Hill, 1981.
- DAVIS, K. e WERTHER, W. **Administração de pessoal e recursos humanos**. São Paulo:McGraw Hill do Brasil, 1983.
- GUEST, R. Quality of work life - learning from Tarrytown. **Harvard Business Review**. July/august, 1979, p. 76-87.
- FERNANDES, E. C. **Qualidade de vida no trabalho: como medir para melhorar**. Salvador, BA : Casa da Qualidade, 1996.
- FERNADES, E. ; BECKER, J.L. Qualidade de Vida no Trabalho: a realidade dos CPD's. Reunião da ANPAD, 12. Anais . Natal/RN, ANPAD, 1988, v.3, p.1775-92.
- FLEURY, A C.C. Microeletrônica e Organização da Produção e do Trabalho na Empresa. **Revista São Paulo em Perspectiva**. v. 2, n.3, jul./set., 1988.
- FLEURY, M.T. e FISCHER, R.M. Relações de Trabalho e políticas de gestão: uma história das questões atuais. **Revista de Administração de Empresas**. v.27, n.4, p. 5-15. Out/dez. 1992
- GUEST, R. Quality of work life - learning from Tarrytown. **Harvard Business Review**. July/august, 1979, p. 76-87.
- Guia das Melhores Empresas do Brasil para você Trabalhar. **Revista Exame**. parte integrante da edição n. 647, 1996.
- HACKMAN, J.R.; WAGEMAN, R. (1995) Total Quality Management: empirical, conceptual, and practical issues. **Administrative Science Quarterly**. n. 40. Jun. p. 309-342
- MACEDO, D. Qualidade de vida no trabalho: um estudo comparativo em dois setores de uma mesma organização. Reunião da ANPAD,16. **Anais Canela/RS, ANPAD, 1992,v.8, p.153-167.**
- MORAES, L. F. R. e KILIMNIK, Z. M. A evolução do papel do administrador, a utilização do computador e reflexos em sua qualidade de vida. Reunião da ANPAD, 13. **Anais Belo Horizonte, ANPAD, 1989, v.1. p.305-324.**
- MORAES, L.F.R. ; KILIMNIK, Z. M. ; RAMOS, W. M. O atual estado da arte da qualidade de vida no trabalho no Brasil. **Anais do XVIII Encontro da ANPAD, Curitiba, PR, v. 3, p. 305-25, 1994.**
- NADLER, D. A. e LAWLER, E.E. Quality of work life: perspectives and directions. **Organizational dynamics**, v.11, Winter - 1983, p.20-30.
- RICHARDSON, R. J. **Pesquisa social: métodos e técnicas**. São Paulo : Atlas, 1985.
- RODRIGUES, M. V. C. Uma investigação na qualidade de vida no trabalho de nível gerencial. Reunião da ANPAD, 13. **Anais Belo Horizonte, ANPAD, 1989, v.1, p.1913-1927.**
- \_\_\_\_\_. **Qualidade de vida no trabalho: evolução e análise no nível gerencial**. 2. ed. Petrópolis, RJ : Vozes, 1994.

- RUAS, R. Reestruturação sócio-econômica, adaptação das empresas e gestão do trabalho. In: GITAHY, Leda (organizadora). **Reestructuracion Productiva, Trabajo y Educacion en America Latina**. Campinas/SP : IG/UNICAMP, Buenos Aires : RED-CENEP, 1994, p. 95-107.
- SALERNO, M. Produção, trabalho e participação: CCQ e Kanban numa nova imigração japonesa. In: FISCHER, R.M., FLEURY, M.T.L. (orgs.) **Processo e Relações de Trabalho no Brasil**. São Paulo : Atlas, 1985.
- SILVA, N.; TOLFO, S.R. **Cultura organizacional e qualidade de vida no trabalho: um estudo no ramo hoteleiro de Florianópolis**. (Projeto de pesquisa) UFSC/ Departamento de Psicologia: Florianópolis, set. 1995.
- TOLFO, S. R. **Qualidade de Vida no Trabalho: o estudo do caso de uma empresa estatal**. Florianópolis/SC, 1995. (Relatório de pesquisa - Departamento de Psicologia/UFSC).
- VASCONCELOS, João. **Recursos Humanos e Subjetividade**. Petrópolis/RJ : Vozes, 1996.
- VIEIRA, A. **A qualidade de vida no trabalho e o controle da qualidade total**. Florianópolis : Insular, 1996.
- WALTON, R.E. Quality of working life: what is it? **Sloan Management**, v.15, n.1, 1975, p.11-21
- WERTHER, W. B ; DAVIS, K. **Administração de pessoal e recursos humanos**. São Paulo : McGraw-Hill do Brasil, 1983.
- WILLEY, R. Self-Assessments Spur Business Improvement at Merix Corporation. **National Productivity Review**. p.93-105. New York, Autumn, 1996.