

Evaluation of Quality of Life at Work in a Third-Party Company

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Abstract— *The Quality of Work Life (QWL) is strictly related to satisfaction of employees and the function he/she plays in a company. In this way, QWL should be handled within an institution/company in order to provide a better work environment and conditions to staff. Despite this, many Brazilian institutions still do not exploit QWL to improve productivity. Besides that, they tend to underestimate such a tool due to its association with workers' satisfaction. The present study had the aim of evaluating the QWL within an outsourcing company, taking into account the employees' points of view. There were applied 13 questionnaires, randomly distributed among collaborators, in July 2017. For this, the questionnaires contained 24 questions, where 17 of them were distributed into five different satisfaction dimensions. The level of satisfaction was classified as high, average, and low, for each one of the dimensions. The results, obtained from the questionnaire, were exhibited through figures. The verification of satisfaction pointed to some of the company's weaknesses, considering that the level of satisfaction of some dimensions was qualified as average.*

Keywords— *QWL, administration, dimensions.*

I. INTRODUCTION

The quality of life at work (QWL) became a topic of extreme relevance after the industrial revolution, with the implementation of Taylorism and Fordist models when the well-being of workers within companies became of interest not only to those but for the productivity of the industry itself [1].

Despite this, there is no concept defined for QWL, but only a notion of its correlations [2]. Li & Yeo (2016) [3], for example, they claim that QWL is related to the pleasure and well-being of employees in the workplace. While Boas (2017) [4] e G mez-Salcedo et al. (2017) [5] recognize QWL as a multidimensional notion, as they encompass aspects such as cooperative relationships with supervision, benefits, personal fulfillment, safety at work, among others.

Therefore, the evaluation of QWL is essential to determine which factors, within the organization, to maintain high QWL, and to establish the magnitude of employee satisfaction. Consequently, a company that has access to this type of information is able to drive its resources and priorities in an Optimized way, focusing on the dimensions of QWL and providing a more comfortable work environment for its employees [6]. Thus, the measure of employee satisfaction, in relation to the dimensions of QWL analyzed, would indicate the order of importance of their investment, thus allowing employees to increase their productivity.

QWL has been studied in different areas, such as: oil and gas industry [7], hospitals [8], academic field [4], telemarketing companies [9], among others [10-14]. So that the analyses are carried out based on the employee's view of the company or public agency of which he is part.

Although concern QWL is present in diversified sectors, studies related to QWL in outsourced companies are still scarce [15]. Outsourced companies aim at the benefits that can be purchased at the lowest possible cost, often without realizing what this can bring to their employees. Therefore, it is common to find employees who work under minimum working conditions, the constant fear of layoffs and, consequently, low productivity [15, 16]. Thus, demonstrating a lack of interest in the QWL of employees of service companies.

In view of the above, the present study aimed to evaluate QWL in a third-party company in the Tocantins taking into account the point of view of employees. Additionally, the level of employee satisfaction was analyzed in relation to aspects of QWL, evidencing the factors of this one that required greater supervision and correction within the organization.

II. MATERIAL AND METHODS

We applied 17 questionnaires, containing 24 questions each, to evaluate QWL in a third-party company in the State of Tocantins. Where the questions covered the following points: 1. Sex; 2. Age group; 3. Civil state; 4. Schooling; 5. Income; 6. Working time in the company; 7. If the service provided is outsourced; 8. Supply of benefits (transport/food); 9. Increased financial benefits along with the company's growth; 10. Company concern with QWL; 11. Satisfaction with workload; 12. Company treatment for employees; 13. Existence of benefits beyond food and transport; 14. Exemplifying the benefits; 15. Desired benefit; 16. Meeting personal expectations; 17. Presence of occupational risk; 18. Providing support to the employee's health in the event of harm caused to the detriment of work; 19. Supply of safety equipment; 20. Incentive in the participation of training courses; 21. Autonomy to dictate the rhythm/form of work; 22. Consistency of the work process; 23. Relationship with supervision; 24. Trust and security in the company.

The selection of employees was randomly given. However, their profile was as follows: men (58%) and women (42%); with a predominant age group between 35 and 59 years (67%), but other age groups were considered - between 25 and 34 years (8%) and between 18 and 24 years (17%). It is important to highlight that all employees provided outsourced services.

Regarding the level of education, the elementary, complete high school, incomplete and complete higher education was considered, the proportions obtained for this parameter were 25%, 17%, and, for marital status, 58% were married, 33% single, 8% were divorced. Half of the

interviewees had salary income between 1 and 3 minimum wages, 42% of them received up to 1 minimum wage, and 8% had an income of 3 to 6 minimum wages. Half of these people worked in the company evaluated for a time between 7 and 10 years, 25% to less than 1 year, 17% between 4 and 6 years, and 8% between 1 and 3 years.

The questionnaires contained 17 other questions, which were framed in 5 different dimensions to measure the following aspects of the company: satisfaction with the relationship with supervision (questions 10, 12, and 23); satisfaction regarding the level of security/confidence in the company (items 18, 19 and 24); satisfaction with respect to the benefits provided by the company (questions 8, 13, 14 and 15); intrinsic satisfaction to work (questions 11, 17, 20 and 22); and satisfaction with the participation of the employee in the company (questions 9, 16 and 21) [17].

To determine the level of satisfaction, scores were awarded to each of the answers, so that those that were more positive for the company would receive the highest score [17]. The score gradually decreased to the response option that represented the negative sides of the endearing for the factors evaluated. The options "do not know" and "did not open" received a score of 0 (zero), because they did not affect employee satisfaction with the company in a negative or positive way.

The satisfaction of employees in relation to the company was also classified at levels (high, medium, and low) for each of the dimensions. The deliberation of the levels was given as follows: the highest possible score was analyzed for the dimension considered and, from this, the percentages of 70% and 50% were determined. When the score reached for that level corresponded to 70% or more of the maximum score, the level of satisfaction was considered high. In the range between 50% and 70% of the maximum value allowed for the dimension to be analyzed, the level of satisfaction was given as average. And for scores below 50%, the level was considered low.

Through this questionnaire, the data were collected for the present research, the information is taken by the form of manual tabulation, were, all questions are closed, processed statistically, and represented by percentages expressing consistency, where their treatment was done through the Microsoft Excel 2010 program, demonstrated through figures.

III. RESULTS AND DISCUSSION

The initial questions presented in the questionnaire (1-7) were intended to substantiate the profile of the

interviewed employee, for this reason, no statistical analyses were performed on these items. The first statistically considered question was number 8. Of the

interviewed collaborators, 92% stated that they received some beneficial (Fig. 1), mainly food aid, according to what was mentioned in question number 14.

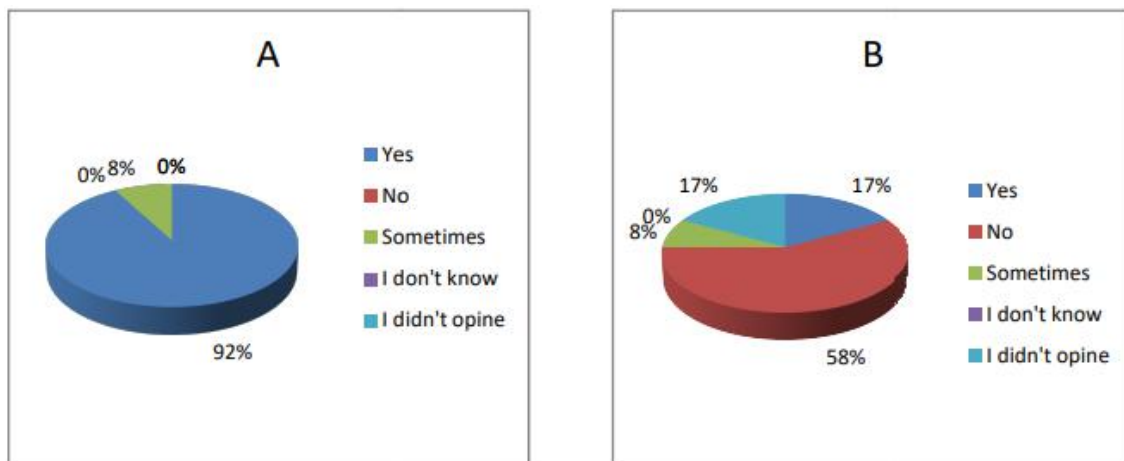


Fig. 1 - Representative of answers to question 8 (A) and 9 (B).

The profile of the operatives who affirmed the existence of benefits is, briefly, male, framed in an age group of 35-59 years of age, are properly married, have complete high school, are respectively 7-10 years in the company and their salary range is around 1-3 minimum wages. Despite most correspondents who answered "yes" to the question, all females are part of these (92%), indicating that there is no preferential treatment related to the gender of the employee. Of the 8% who answered "sometimes", males prevailed, along with single marital status, the income of 1 – 3 minimum wages, and with little time in the company (1-3 years). Demonstrating that supply may be tied to the taxpayer's company time.

Question 9 (Fig. 1), as can be seen, 58% of respondents said there was no increase in benefits, 17% said yes, another 17% did not open and 8% answered that sometimes the company provides more benefits. Considering that most of the answers were not, the profile of employees who stated that the benefits do not grow together with the company.

It was noticed that for this profile the highest fraction of these is male, presenting an age group of 18-24 and 35-59 years, are married, have complete high school, and are less than a year in the company. It is clear that newly hired women tend to state that they did not observe an effective increase in the benefits provided by the company, but

when comparing this with the profile of the previous question, it is observed that the same salary range was presented, but that they were in the company for more than 7 years. Therefore, it is correct to affirm that the non-growth of benefits is not strictly linked to young employees in the company, but it is a fact that should be considered generally within it.

Of the data obtained for the tenth question, we can affirm that 50% of workers consider the company flawed in this area, while 8% consider otherwise. Still, 17% said they sometimes realize that the company cares about QWL and 25% did not open (Fig. 2). The fraction that considers the company concerned about the quality of life of the operational, unlike the selfless, have been in the company for longer, collaborating to the interpretation that the quality of life of workers is not a major factor within the Company.

The profile of employees who stated "no", has representatives of both males and females, within an age group of 35-59 years, are married, have an only high school, and receive less than a single salary, are in the company for about 1-3 years. The high proportion related to the "did not opine" response leads us to think that most employees do not know what QWL itself is and the factors that can affect this parameter.

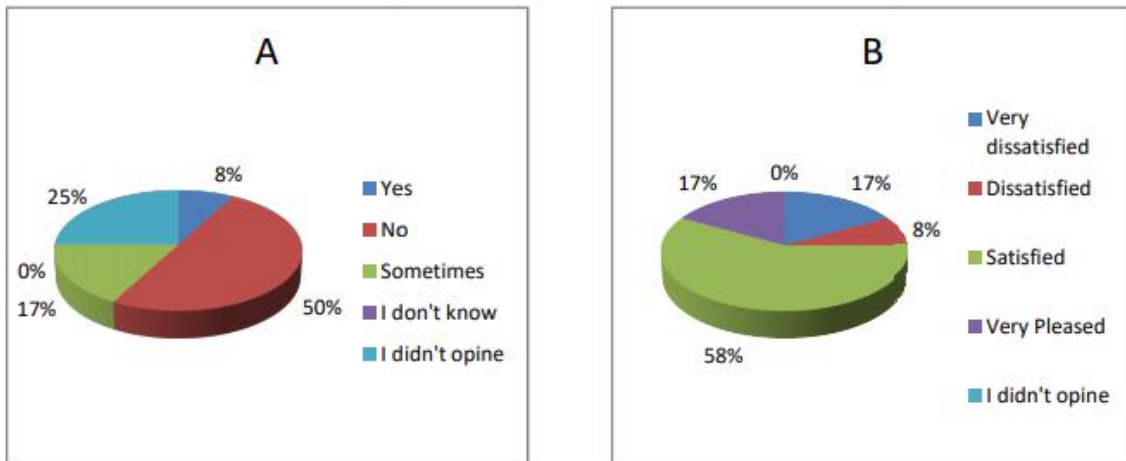


Fig. 2 - Representative of answers to question 10 (A) and 11 (B).

In sequence, it is observed for item 11 that most employees (58%) were satisfied, where 17% answered that they were very satisfied, (17%) said they were very dissatisfied and (8%) were dissatisfied with the amount of work given to them (Fig. 2). A profile of the collaborators for the responses of this item was outlined.

The profile of the operative who responded "very satisfied" is mostly represented by women, in the age group of 35-59 years, married, have complete high school, receive only one salary, and are approximately 10 years in the company. With this, and considering that the activity carried out by the majority of the company's taxpayers is related to manual labor, usually focused on cleaning environments, it is believed that the function of workers in conjunction with the age group a little leads to greater exhaustion of them when compared to employees who perform other functions in the company, such as repairs and safety.

For the next question (12), the vast majority (75%) replied that he is duly satisfied with the treatment given by the company. However, 9% were very dissatisfied,

followed by 8% dissatisfied, 8% did not open and no employee claimed to be very satisfied with the type of treatment. The profile of the employees as detailed in relation to the declared responses (Fig. 3).

The 75% who were satisfied with the company are mostly male, aged 35-59 years old, married, have a high school, and receive 1-3 salaries and work in the company for about 10 years. One reason that indicates the reason for such employee satisfaction is little contact with the representatives of the company's management so that they relate only to one coordinator, which reduces the pressure on employees.

On the other hand, of the very dissatisfied taxpayers, all were female, married, between 35 and 59 years old, with high school, receiving less than one salary, and working in the company between 7 and 10 years. Correlating this profile with the profile of the satisfied, it is noted that there may be preferential treatment within the company, favoring its relationship with male individuals.

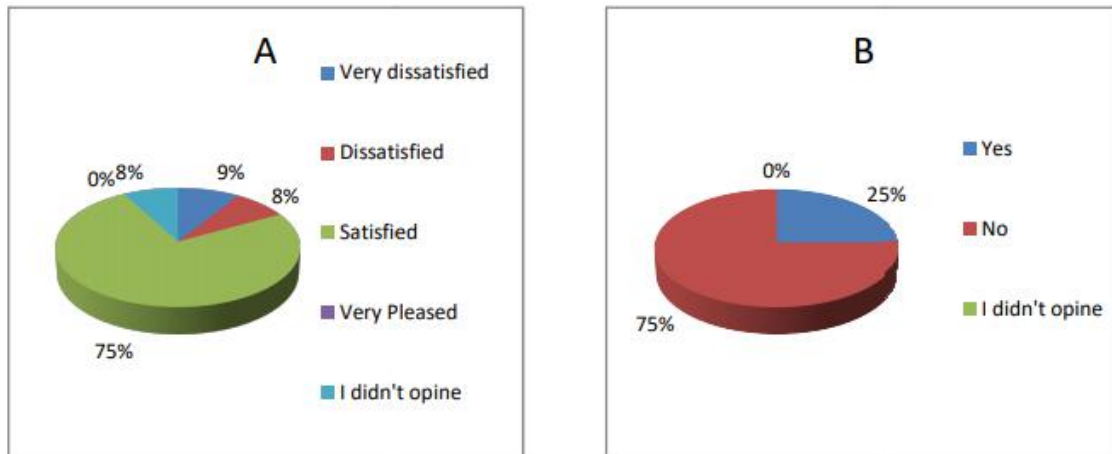


Fig. 3 - Representative of answers to question 12 (A) and 13 (B).

For question 13 (Fig. 3), the highest fraction of employees replied that no (75%), against 25% of those who answered yes. From the profile of those who claimed that the company does not provide such a type of benefit, there are employees of both males and females, both with higher representativeness in the age group of 35-59 years, married, with complete high school, receiving up to 3 minimum wages and in the company for 7-10 years. Of those who answered yes, they stated that the benefit received was worth the food, according to the answers of question 14, which corroborates the statistics of question 8.

Question 15 was related to question 13. Both taxpayers who answered "yes" in question 13 and those who answered "no", said they would like the company to provide health insurance and greater stability at work. The answer to the fifteenth question was interesting since the need for more stability at work may be tied to the fact that the company is outsourced, that is, the possibility of exchange occurs on the staff is too much High.

Regarding question 16, about 42% of respondents said that sometimes these expectations are met, 25% stated that their expectations people are not met, while 33% stated otherwise (Fig. 4). The profile of the collaborators shows that the group that answered "sometimes" is composed mostly of male individuals, receiving from 1 to 3 salaries, while the other parameters (marital status, schooling, age group) remained balanced, however, in agreement with the general profile of the interviewed collaborations, the highest number was for the age group of 35-50 years, married and with complete high school.

For the group of 33%, the profile was balanced for sex but proved to be higher for married employees and with complete high school, the rest of the parameters were balanced among all possibilities. For the group that claimed "no", the profile is of a majority female, 35-59 years old, 4-10 years old in the company, and the other factors were also equivalent. Therefore, it was noticed that men were more accomplished than women, corroborating the possibility of special treatment by the company.

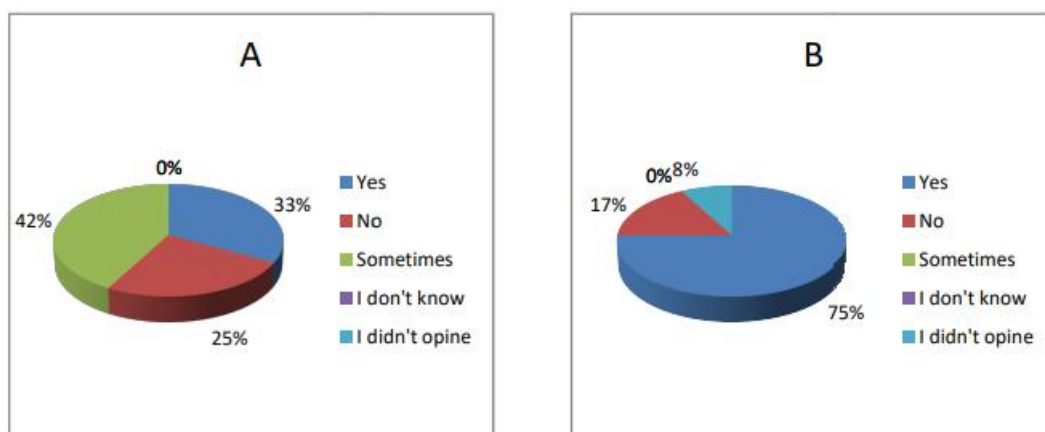


Fig. 4 - Representative of the answers to question 16 (A) and 17 (B).

Analyzing the profile of question 17 (Fig. 4), we have that majority who answered yes (75%) it is male, which performs functions within the company that is at higher risk, and, consequently, have a greater tendency to suffer health disorders due to chemical, biological, physical and ergonomic risks. The latter may be related to the service time, from 7 to 10 years, which was the profile that stood out in this questioning, confirming then that there are risks linked to the function performed. Those who gave other answers to this question are mostly male, and due to the function performed by these employees, the probability of health risks is reduced for this public.

In view of risk situations (question 18), the majority (33%) stated that the company offers support if the employee has its health compromised due to the work performed. The profile of the interviewees is divided between males and females and with longer working time, which generates some security regarding the response due to greater knowledge about the company's policies. 16% stated that the company does not take action if any damage to health occurred was both male and female, excluding the possibility of preferential treatment (Fig. 5).

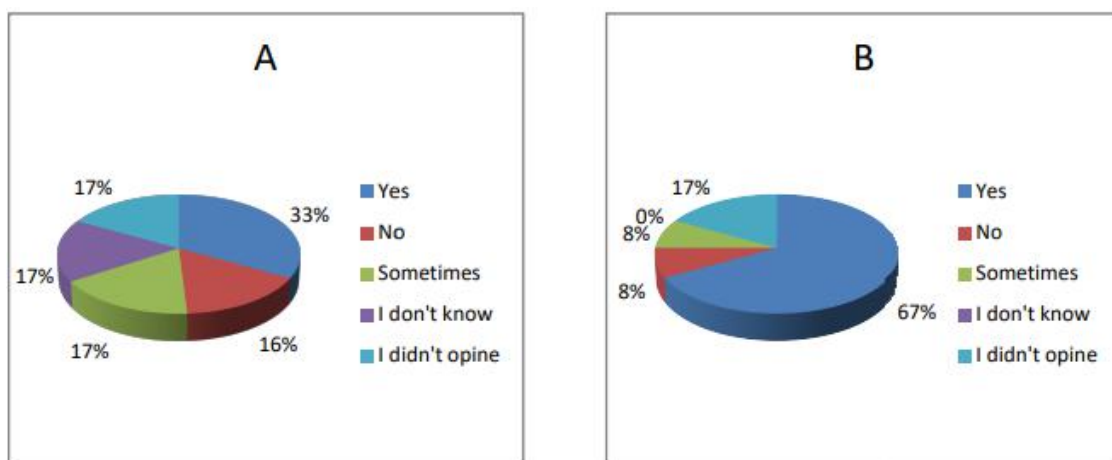


Fig. 5 - Representative of answers to question 18 (A) and 19 (B).

As for question 19, 67% of employees answered that the company offers safety equipment (Fig. 5), indicating that there is concern about possible accidents that can happen. The profile of this group indicates that the majority are female, pointing again to the function performed by these collaborators in relation to the activity performed by male collaborators. This group also has the following characteristics: 35-59 years old, married, with complete high school, receiving less than 1 minimum wage, and in the company between 7 and 10 years. 8% replied that equipment is not offered and another 8% stated that sometimes this type of resource is provided by the company. The remaining 17% of taxpayers decided not to give an opinion, probably due to the lack of knowledge about this appeal.

In item 20 (Fig. 6), the company leaves to be desired, since most employees (87%) claim that there is no incentive. We can observe in this result that the company is not willing to improve the level of training of its employees, promoting the search for knowledge, in order to improve the services provided by them, so that the company also grow and better serve your customers. This item also fits the question of employees' personal expectations, because if they are really happy to work in the company, this company should invest in improving their knowledge.

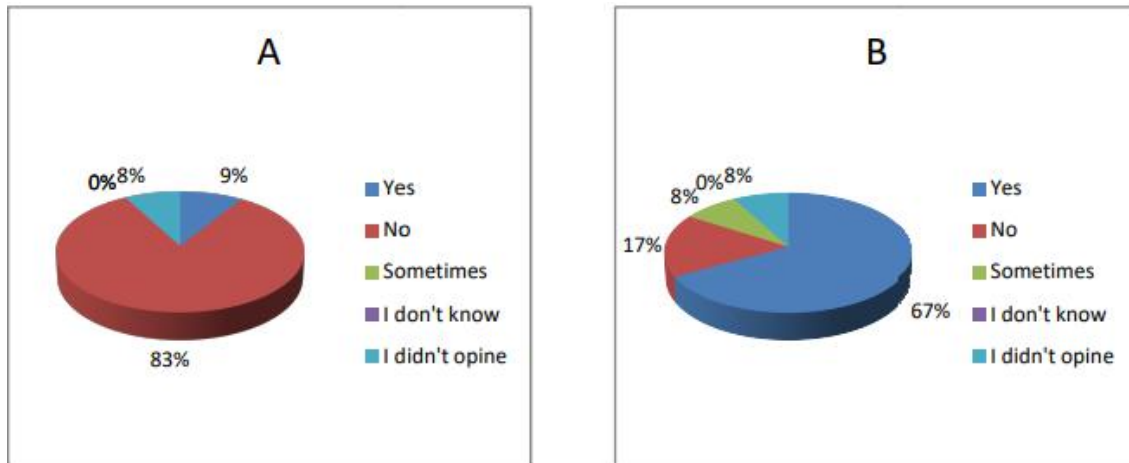


Fig. 6 - Representative of answers to question 20 (A) and 21 (B).

As for the way of work (question 21 and 22), employees claimed to have freedom and autonomy to determine how their work will be carried out, so they also claim that the organization of their work is effective and coherent, meeting the objectives Expected. The profile of employees for question 21 (fig. 6) shows that 67% of employees who answered "yes" are male, aged 35-59 years, married, with complete high school, receiving 1 to 3 minimum wages, and with 7-10 years of the company.

Those who answered "no" are the female majority, also between 35-59 years of age, having only elementary school, receiving up to 3 salaries, and working in the company in the range of 7 to 10 years. This states that men have greater autonomy than women, falling again on the issue of the treatment of collaborations within the company.

For question 22 (Fig. 7), 58% of employees stated that the work is given consistently, these are of a male majority, receiving up to 3 minimum wages, between 35-59 years, married, high school, and in the company from 7 to 10 years. It is important to highlight that no one has stated that the workload is incoherent; indicating that the company divides employees' work in order to avoid possible health risks and probably rotate between them.

17% of taxpayers claimed that sometimes work is coherent, they were represented by both sexes, with all other balanced aspects, except for the age group that was divided between employees aged 18-24 and 35-59 years of age.

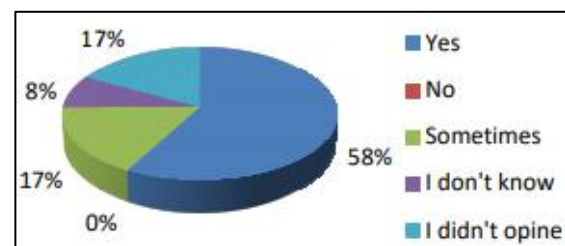


Fig. 7 - Representative of answers to question 22.

Question 23 addresses the professional relationship employees have with their supervisors (Fig. 8). About 50% of respondents said they are satisfied with their supervisor, and 42% are fully satisfied, which leads to understanding that they have good professional relationships. We can bring back what has been exalted in previous issues that employees are not in direct contact with superiors, only with a supervisor, which can smooth supervision relationships with them.

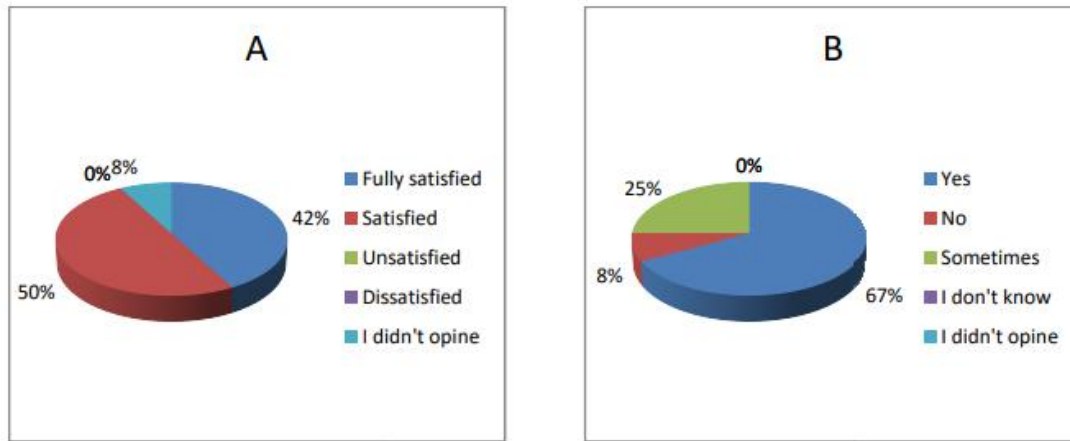


Fig. 8 - Representative of answers to question 23 (A) and 24 (B).

The profile of satisfied employees shows that they are both female and male, and the rest of the characteristics are similar to those of all generally interviewed collaborators: 35-59 years old, married, complete high school, from 7 to 10 years in the company, and receive up to 3 salaries. Of the very satisfied, all parameters presented equivalents, except for marital status, which concentrated on married and single.

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Table I - Level of employee satisfaction in relation to the five dimensions considered.

Dimension	Level of Satisfaction	Score
Benefits	High	25-36
Intrinsic to Work	Middle	19-26
Relationship with Supervision	Middle	22-30
Safety at Work	High	25-36
Participation in the Company	Middle	18-24

Regarding the satisfaction of employees regarding the benefits provided by the company, it was possible, to observe that they were highly satisfied (Table I). To define the satisfaction of this dimension of QWL, the results

obtained for questions 8 and 13 were considered, so that the average score obtained for this item remained within 70% of the maximum score allowed for the dimension of benefits. Therefore, the company should present greater concern and investment in the dimensions that showed lower level, however, should not let the level of employee satisfaction be reduced because it helps in maintaining workers' productivity.

For what is related to the intrinsic to the work, questions 11, 17, 20, and 22 of the questionnaire were taken into account. The average score obtained for the intrinsic dimension to the work showed a value between 50% and 70% of the maximum allowed score, revealing that the level of satisfaction of the employees, regarding this dimension of QWL, is average (Table I). Therefore, the company studied should make more efforts to improve the working situation of its co-workers. In this way, they would perform their function with greater pleasure and satisfaction, which can lead to an increase in the productivity of the company itself.

For the dimension associated with the relationship of employees with supervision, items 10, 12, and 23 were considered. From this, it was possible to establish the average satisfaction of employees with supervision, since the average score obtained for this dimension belonged to the range of 50-70% of the maximum allowed score (Table I). As well as for the dimension of intrinsic to work, the relationship with supervision needs to undergo changes that ensure a more comfortable work environment, which, consequently, would eventually raise QWL within the company studied.

The dimension that deals with safety at work, on the other hand, showed that employees were highly satisfied with the measures adopted by the company because the average score was established above 70% of the total

allowed (Table I). This dimension comprised questions 18, 19, and 24. Therefore, the company must continue with the security measures being employed, and not let the satisfaction of this dimension, which is extremely important, decays.

Finally, the level of employee satisfaction in their participation in the company in question was evaluated, the result indicated that the level of satisfaction for this dimension was average (Table I). Therefore, measures are necessary to improve the QWL of employees within the company, such as a method to increase the participation of employees would make them shareholders of this company or also increase wages according to growth more autonomy to define the pace/form of execution of the work, and even seek to meet some personal expectations of employees within the company. Items 9, 16, and 21 of the questionnaire cover these points or measures that have been implemented in the company.

IV. CONCLUSION

From what was exposed, the level of employee satisfaction was verified in relation to 5 aspects of the company.

Some of these dimensions pointed out where the company's weaknesses are in relation to employees because their level of satisfaction was average.

The company should improve the relationship between supervision and employees.

There is dissatisfaction with the benefits of the female.

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