


**RECURSOS HUMANOS: A IMPORTÂNCIA DA QUALIDADE DE VIDA NO TRABALHO
EM SUA SUBUNIDADE DO INSTITUTO FEDERAL DO AMAZONAS/IFAM CAMPUS
EIRUNEPÉ¹**

**HUMAN RESOURCES: THE IMPORTANCE OF QUALITY OF LIFE AT WORK IN YOUR
SUB-DIVISION OF THE FEDERAL INSTITUTE OF AMAZONAS/IFAM CAMPUS
EIRUNEPÉ**

**RECURSOS HUMANOS: LA IMPORTANCIA DE LA CALIDAD DE VIDA EN EL
TRABAJO EN SU SUBDIVISIÓN DEL INSTITUTO FEDERAL DE AMAZONAS/IFAM
CAMPUS EIRUNEPÉ**

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**Francisca das Chagas Estevão Xavier², Maria Lins França de Souza³, Patrícia Maria
Moreira Cavalcanti⁴, Cristina Sá Esquerda⁵, Cilene Farias Batista Magalhães⁶,
Gustavo Costa Reis⁷, Romário Rodrigues Belém⁸, Ramona Ramos de Oliveira Muniz⁹**

RESUMO

Este artigo visou uma investigação sobre a Qualidade de Vida no Trabalho (QVT) em uma subunidade do Instituto Federal do Amazonas situada em região de difícil acesso da Amazônia. A instituição em questão atende cerca de 600 alunos, e possui 40 docentes e 20 servidores técnico-administrativos de nível médio e superior. O estágio na área de Recursos Humanos (RH) permitiu observar um quadro alarmante de acometimento à saúde destes servidores, quando, em dois anos, foram 17 atestados médicos de 15 dias e 5 licenças saúde neste Serviço Integrado de Atenção à Saúde – SIAS, todos por motivos psíquicos, intrínsecos de desgaste como depressão, ansiedade, síndrome de burnout e outros transtornos mentais. Os dados apresentaram uma necessidade de cada vez mais se cuidar da saúde mental do trabalhador, sobretudo numa unidade de ensino situada na região da Amazônia, que apresenta desafios logísticos, sociais e econômicos. Neste

¹ Trabalho de Conclusão de Estágio Supervisionado apresentado à Universidade do Estado do Amazonas (UEA), como requisito à obtenção de grau de bacharel em Administração.

² Undergraduate student in Administration at the University of the State of Amazonas (UEA).
E-mail: franciscaestevao42@gmail.com

³ Undergraduate student in Administration at the University of the State of Amazonas (UEA).
Email: victorvalentim105@gmail.com

⁴ Undergraduate student in Administration at the University of the State of Amazonas (UEA).
Email: patriciamcavalcanti589@gmail.com

⁵ Undergraduate student in Administration at the University of the State of Amazonas (UEA).
Email: Cristinatacado@gmail.com

⁶ Professor-Advisor: Master in Process Engineering (UFPA); Graduated in Business Administration (UFAM);
Professor at the University of the State of Amazonas.
E-mail: lene_cia@gmail.com

⁷ Co-Advisor: Master in information science from the São Paulo State University (UEP).
Email
gc.reis@uol.com.br

⁸ Graduated in Business Administration from the University Center of Higher Education of Amazonas (CUESA)
Postgraduate in Entrepreneurship at the Venda Nova do Imigrante College.
Email: Romário.rbelem@gmail.com

⁹ Graduated in System Analysis and Development (UEA), Degree in Biological Sciences ((UEA), Specialist in
Technology for Teachers and Master's student in Public Administration (UFV). Federal University of Viçosa.
Email: ramonamarie2022@gmail.com

contexto, o estudo propôs a criação e aplicação de um questionário ao setor de RH para mapear onde estão as principais demandas e insatisfações dos servidores com o ambiente de trabalho. Os indicadores de QVT contidos nesse questionário são reconhecidos na literatura como clima organizacional, relações interpessoais, jornada de trabalho, reconhecimento profissional e ambiente físico de trabalho. As teorias que serviram de suporte basearam-se em escritores que tratam sobre a (QVT), tais como Elton Mayo, (1933) Maslow, (1954) Herzberg, (1966) Oliveira, (2022) dentre outros. Com este resultado, pudemos criar diretrizes para a elaboração de uma política de (QVT) voltada para reduzir os afastamentos por questões de saúde e propiciar um ambiente produtivo, ameno e saudável para o trabalhador.

Palavras-chave: Qualidade de vida. Recursos humanos. Saúde mental. Motivação.

ABSTRACT

This article aimed to investigate the Quality of Life at Work (QVT) in a subunit of the Instituto Federal do Amazonas located in a region of difficult access in the Amazon. The institution in question serves approximately 600 students and has 40 teachers and 20 technical-administrative staff of secondary and higher education. The internship in the Human Resources (HR) area allowed us to observe an alarming picture of the health problems of these staff, when, in two years, there were 17 15-day medical certificates and 5 sick leaves in this Integrated Health Care Service (SIAS), all for psychological reasons, intrinsic to exhaustion such as depression, anxiety, burnout syndrome and other mental disorders. The data showed an increasing need to take care of the mental health of workers, especially in a teaching unit located in the Amazon region, which presents logistical, social and economic challenges. In this context, the study proposed the creation and application of a questionnaire to the HR sector to map where the main demands and dissatisfactions of employees with the work environment are. The QWL indicators contained in this questionnaire are recognized in the literature as organizational climate, interpersonal relationships, working hours, professional recognition and physical work environment. The theories that served as support were based on writers who deal with (QWL), such as Elton Mayo, (1933) Maslow, (1954) Herzberg, (1966) Oliveira, (2022) among others. With this result, we were able to create guidelines for the elaboration of a (QWL) policy aimed at reducing absences due to health issues and providing a productive, pleasant and healthy environment for the worker.

Keywords: Quality of life. Human resources. Mental health. Motivation.

RESUMEN

Este artículo tuvo como objetivo investigar la Calidad de Vida en el Trabajo (CVT) en una subunidad del Instituto Federal do Amazonas, ubicada en una región de difícil acceso en la Amazonia. La institución atiende a aproximadamente 600 estudiantes y cuenta con 40 docentes y 20 técnicos administrativos de educación media y superior. La pasantía en el área de Recursos Humanos (RR. HH.) nos permitió observar un panorama alarmante de los problemas de salud de este personal, cuando, en dos años, se registraron 17 certificados médicos de 15 días y 5 bajas laborales en este Servicio Integrado de Atención a la Salud (SIAS), todas por razones psicológicas, intrínsecas al agotamiento, como depresión, ansiedad, síndrome de burnout y otros trastornos mentales. Los datos mostraron una creciente necesidad de cuidar la salud mental de los trabajadores, especialmente en una unidad docente ubicada en la región amazónica, que presenta desafíos logísticos, sociales y económicos. En este contexto, el estudio propuso la creación y aplicación de un cuestionario al sector de RR. HH. para identificar las principales demandas e insatisfacciones de los empleados con el entorno laboral. Los indicadores de CVT de este cuestionario se reconocen en la literatura como clima organizacional,



relaciones interpersonales, jornada laboral, reconocimiento profesional y entorno físico de trabajo. Las teorías que sirvieron de base se basaron en autores especializados en CVT, como Elton Mayo (1933), Maslow (1954), Herzberg (1966) y Oliveira (2022), entre otros. Con este resultado, pudimos crear directrices para la elaboración de una política de CVT orientada a reducir el ausentismo por problemas de salud y a proporcionar un entorno productivo, agradable y saludable para el trabajador.

Palabras clave: Calidad de vida. Recursos humanos. Salud mental. Motivación.



INTRODUCTION

Quality of Life at Work is currently a highly relevant topic in organizations, and it could not be different in the public space, where the pressure for results and the scarcity of resources can provide an environment conducive to the psychic illness of employees. In addition, in the case of the IFAM unit in question, the situation is aggravated by the fact that it is located in a region of difficult access. Therefore, in addition to geographic isolation, the unit dealt with the lack of infrastructure and difficulty in accessing specialized health services, among others. This could be observed in the high rates of sick leave due to health problems, especially mental disorders.

In the last 100 years, human resource management has gone from an operational and bureaucratic function to a strategic role in organizations. The classical approach, disseminated before scholars of the human race, is by Taylor, (1911 p,67) Fayol; (1916 p,87) "The question of the efficiency of an irresistible hierarchical number in its imaging cycle was important."

However, with the advent of the School of Human Relations, led by Elton Mayo, (1933 p,40), "the importance of psychological and social factors in a new or future job is recognized in the administrative field". For Mayo (1933 p,43), "the involvement and comfort of the workers had a direct impact on the functioning and diligence of the task". Later, after training in Maslow (1954 p,14), "and the pyramid after Herzberg's needs (1966 p,45), and his theory of the evolution of two factors, the reward came to see them, and the workers were also comforted".

Job satisfaction and recognition and improvement of the cooperator's useful life are necessary. In Brazil, studies by Rei et al. Work-related quality of life is a necessary aspect in the field of human resources. According to Oliveira et al. (2022, p,112) "it is related to what organizations hire, attract a more competitive market, and improve themselves"; the same version of QWL by Silva and Santos (2023, p,109) "is a crucial basis for business continuity; a field that helps in the use of a positive feeling and gets me out of the work environment". Pereira et al. (2023, p,88) "Your competition and productivity are essential in the scenario. This gives us a global view of a human resources QWL system."

In addition, Souza et al. (2023 p.79) argue that "QWL is related to innovation and creativity, to the extent that employees satisfied with the function they perform are more likely to contribute their ideas to the creation of innovative solutions".

The importance of quality of life at work involved several factors for the worker, such as physical and mental well-being, productivity and job satisfaction. When we work in a healthy, balanced environment that motivates us to always give our best and our



performance improves considerably, stress decreases and we feel more pleasure in the professional routine.

The use of questionnaires in diagnostic format was important due to the fact that, after the application by HR, it was possible to identify the preponderant stress or dissatisfaction factors, common to almost all graphs already made, such as excessive workload, lack of recognition or adequate working conditions, among others.

From this data, it was possible to formulate QWL strategies that met the specific needs of the unit, making the sector, therefore, a healthier and more productive place to work. According to Silva and Oliveira: "The lack of investment in QWL results in an increase in costs due to leaves with replacement, a reduction in the motivation index and, therefore, employee productivity". The authors emphasized, that is, the need to invest in QWL policies for the prevention of mental disorders, especially in remote regions.

Completing, de Pereira et al.: "with regard to the work environment, the need to prioritize the promotion of a healthy environment is reaffirmed, as it contributes to the long-term sustainability of the organization". Costa exposes the importance of applying diagnostic instruments for the implementation of QWL policies: "it is argued for the application of the research through questionnaires and diagnostic tools, as already mentioned, because it is impossible to implement QWL strategies without first identifying the demand of its target audience".

THEORETICAL FOUNDATION

In the last 100 years, human resource management has gone from an operational and bureaucratic function to a strategic role in organizations. The classical approach, disseminated before scholars of the human race, is by Taylor, (1911 p,67) Fayol; (1916 p,87) "The question of the efficiency of an irresistible hierarchical number in its imaging cycle was important."

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Quality of life at work is one of the most difficult concepts to define and measure, as it is very broad and multidimensional. Consecrated in the literature as synonymous with the balance between organized productivity and individual well-being, the approach recently researched by the present action is called QWL As one of the first Germans to study QWL, Walton (1973) proposes its definition based on eight main dimensions: 1) fair and adequate compensation; 2) Safe and healthy working conditions; 3) use and development of capacities; 4) opportunities for growth and security; 5) social integration in the organization; 6) constitutive; 7) work and total living space; 8) social relevance of work.

Each of these dimensions represents a certain complexity of QWL, which is much more than simple satisfaction with physical, mental, organizational and other particularities. Regarding studies on QWL in the Brazilian context, there are already recent investigations in Brazil on QWL that highlight that the quality of life at work and the well-being of the worker, as physical, psychological and social. The effectiveness of QWL for the reduction of stress and burnout and for the worker's motivation at work is that it depends only on the disappearance of the worker. This would lead to an example of public policy to flexible schedules, on the clock if better or a balance to personal and professional life. On the one hand, this reduces stress; on the other, it guarantees satisfaction with the work.

Similarly, Ribeiro et al. (2023 p,67) argue that "QWL is a crucial factor for talent retention, since employees who perceive a high quality of life at work are more likely to stay and maintain a commitment to the organization. In addition, QWL is directly related to the operation of a popular labor air condition, with regard to the consideration and recognition of employees".

This goes beyond remuneration: it includes the recognition of exceeding expectations, the opportunity to grow professionally and the establishment of a healthy and inviting environment. If employees feel they have everything they need and the chance to improve, turnover will be reduced significantly. Another key point to consider in relation to QWL is the quality of work and commercial performance. Essentially, Ferreira and Martins (2022, p.89) agree that "employees who identify QWL are more productive and active"



In fact, the quality of life at work creates the ideal climate in which they feel respectful and needed, thus motivating them to implement the best version. In other words, the connection has motives that excel in satisfaction and not only in the reward of the extrinsic factor.

In addition, Souza et al. (2023 p.79) argue that "QWL is related to innovation and creativity, to the extent that employees satisfied with the function they perform are more likely to contribute their ideas to the creation of innovative solutions".

"For the authors, QWL is related to the creation of a work environment where the employee's voice is heard and where he feels safe to contribute ideas. The collaborative environment is extremely important given the rapid changes that occur in digital transformation by strengthening the competitiveness of a given organization."

In addition, when given the opportunity to make their own decisions, employees become more likely to share creative ideas for continuous improvement of processes and products. Another aspect of QWL is that it has a direct impact on an employee's health and well-being. Lima and Oliveira (2023 p.45), highlight that "a work environment that promotes such a conception is essential to prevent occupational diseases, as well as to promote peace and mental well-being. In view of this, for the authors, QWL also impacts the health and well-being of a given employee".

In addition, QWL is closely linked to organizational sustainability. According to Pereira et al., "investing in QWL is not just a matter of social responsibility; It is a strategy for long-term organizational success. They argue that organizations with a high level of QWL are more productive and competitive, since they can recruit and retain the best talent and create an innovative and collaborative work environment."

This is particularly important today, as the business world is undergoing fast-paced change and uncertainty, and organizations need to be flexible and innovative in order to survive and thrive. In summary, QWL is a sophisticated concept that encompasses a wide range of factors that affect the employee's work environment. It not only promotes well-being but also contributes to productivity and quality of work and makes organizations competitive. With this in mind, investing in QWL is a smart business decision in the long run. When staff are satisfied, motivated, and healthy, they help the organization's goals and create a positive cycle of life for companies and individuals.

METHODOLOGY

The research was characterized as an exploratory study, as it sought to deepen the knowledge about the factors that contributed to mental illness in the workplace and the



implementation of Quality of Life at Work (QWL) policies. Methodologically, it adopted a qualitative-quantitative approach, since it combines the analysis of numerical data on employee leaves and the qualitative interpretation of the reasons associated with these occurrences. In addition, it was a descriptive research, as it investigated a theme not yet systematically compiled in the context of the campus of the Federal Institute of Amazonas (IFAM) in Eirunepé. The methodological procedures included bibliographic research, based on consolidated literature on QWL, and documentary analysis, involving institutional records of medical leaves due to psychological disorders.

DEFINITION OF THE UNIVERSE AND SAMPLE SELECTION

The universe of the research comprised the records of medical leaves for psychological reasons on the IFAM campus in Eirunepé. The sample was composed of medical reports on the leave of civil servants for the period from 2023 to 2025. To ensure privacy and ethics in the research, the names of employees will not be disclosed, respecting the principles of confidentiality and professional secrecy.

DATA COLLECTION INSTRUMENTS

Data collection was carried out through documentary analysis of the leave records available in the Human Resources department of the campus. The medical reports that indicated leaves due to depression, anxiety, burnout syndrome and other psychological disorders were examined. In addition, a literature review was conducted to contextualize and theoretically substantiate the relationship between quality of life at work and workers' mental health.

DATA PROCESSING AND ANALYSIS

The data collected were analyzed from a comparative approach between the records of leave and the consolidated theories on Quality of Life at Work. A categorization of the reasons for leave was carried out, seeking to identify recurrent patterns and relate them to organizational factors. The quantitative data were presented in the form of graphs, showing the frequency of leaves over the analyzed period. The qualitative interpretation allowed us to understand to what extent the leaves were related to institutional failures within the scope of QWL or if they were due to factors external to the campus administration.

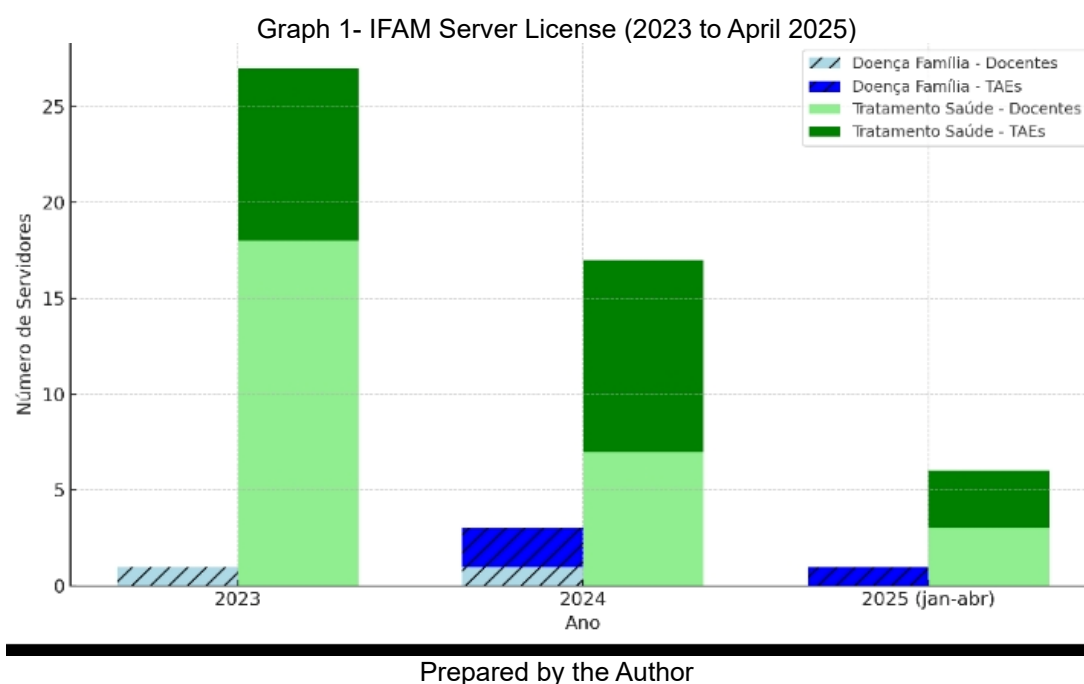
STAGES OF THE RESEARCH

The research was developed in five stages:

1. Bibliographic review: survey and analysis of the main theories on Quality of Life at Work and their impacts on workers' mental health.
2. Characterization of the research context: description of the IFAM Eirunepé campus and its work environment.
3. Data collection: survey of records of medical leave related to psychological disorders in the period from 2022 to 2024.
4. Data analysis: categorization of leaves, comparison with the existing literature and elaboration of illustrative graphs.
5. Conclusion: confrontation between the theories on QWL and the data collected, identifying possible gaps in the management of quality of life at work on campus.

In this way, the research contributed to the diagnosis of the reality faced by the employees of IFAM/CAMPUS Eirunepé, providing subsidies for the formulation of effective policies for Quality of Life at Work and promotion of mental health in the institutional environment.

RESULTS AND DISCUSSION



The graph showed that, between 2023 and April 2025, most of the leaves granted to IFAM employees were for health treatment, especially among teachers in 2023. Over the years, there has been a reduction in total leaves and a balance between teachers and TAEs. Sick leave in a family member was less frequent, with a slight increase in 2024. The



general trend is for a decrease in leaves, which may indicate improvements in the health of civil servants or changes in institutional policies.

FINAL CONSIDERATIONS

I thank God for having granted me health and wisdom so that I could carry out this work, focused on the importance of Quality of Life at Work at the Federal Institute of Amazonas Ifam/Eirunepé Campus, for me it was of great importance as a researcher and for the academic world, because the municipality mentioned has faced many problems regarding the lack of quality of life at work of employees in its educational institution, mainly because it is located in the interior of Amazonas and does not have sufficient conditions to support its employees.

For this reason, we have so many cases of certificates and leaves of absence of civil servants with health problems. The objectives of this research were achieved, we identified the main problems of the civil servants, which affect health and suggest improvements and solutions to solve the problems related to this.

It was very important to be able to contribute to the present work developed here to improve the lives of people in their work environment, their personal and daily lives, to all those involved in this work, I want to express my gratitude, respect and admiration, there were many teachings acquired so far, to the teachers, masters who are so dedicated to teaching, Thank you very much.



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