



Labor relations as an indicator of social responsibility in the perception of employees at the Serra Talhada academic unit of the Federal rural University of Pernambuco

As relações de trabalho como indicador de responsabilidade social na percepção dos funcionários da unidade acadêmica Serra Talhada da Universidade Federal rural de Pernambuco

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Abstract

The emergence of the concept of sustainable development and social and environmental responsibility in organizations has evolved over time, from a view focused on the economic and legal aspects to a new stance of organizations that includes responsibility in labor relations or the social aspect. In this context of change, both private and public organizations have made efforts to contemplate labor relations in their daily practices and in the decisionmaking process. Public institutions, and within them, Higher Education Institutions (HEI), play a fundamental role in this aspect as a driving force in changing proactive behaviors in relation to their collaborators, in addition to having a training role externally, citizens or future entrepreneurs who have a more humane background and are committed to the quality of life in the work place. In this sense, this study aims to investigate the social responsibility practices contemplated in the management of the Serra Talhada Academic Unit of the Federal Rural University of Pernambuco (UAST/UFRPE), from management and operational practices related to labor relations, besides knowing the perception of the servers about such practices. The research adopted a qualitative and quantitative approach and is configured for being applied and descriptive in nature. For data collection, questionnaires were used. As a result, it was possible to highlight the concern with the issue of labor relations by the institution since it is formally inserted in its management, even if in an embryonic way. However, the perception of the staff differs as to the institutional position regarding social issues, especially regarding labor relations, suggesting the need for better dissemination of existing actions in UAST.

Keywords: Social Responsibility. Indicators. Work Relationships. Federal Universities.

Resumo

O surgimento do conceito de desenvolvimento sustentável e responsabilidade social e ambiental nas organizações evoluiu com o tempo, de uma visão focada nos aspectos econômicos e legais para uma nova postura das organizações que inclui a responsabilidade nas relações de trabalho ou no aspecto social. Neste contexto de mudança, tanto as organizações públicas como privadas têm feito esforços para contemplar as relações de trabalho em suas práticas diárias e no processo de tomada de decisões. As instituições públicas, e dentro delas, as Instituições de Ensino Superior (IES), desempenham um papel fundamental neste aspecto como uma força motriz na mudança de comportamentos pró-ativos em relação a seus colaboradores, além de terem um papel de treinamento externo, cidadãos ou futuros empreendedores que têm uma formação mais humana e estão comprometidos com

a qualidade de vida no local de trabalho. Neste sentido, este estudo visa investigar as práticas de responsabilidade social contempladas na gestão da Unidade Acadêmica Serra Talhada da Universidade Federal Rural de Pernambuco (UAST/UFRPE), a partir de práticas gerenciais e operacionais relacionadas às relações de trabalho, além de conhecer a percepção dos servidores sobre tais práticas. A pesquisa adotou uma abordagem qualitativa e quantitativa e está configurada para ser aplicada e descritiva por natureza. Para a coleta de dados, foram utilizados questionários. Como resultado, foi possível destacar a preocupação da instituição com a questão das relações de trabalho, uma vez que esta está formalmente inserida na sua gestão, mesmo que de forma embrionária. No entanto, a percepção do pessoal difere quanto à posição institucional em relação às questões sociais, especialmente em relação às relações de trabalho, sugerindo a necessidade de uma melhor divulgação das ações existentes na UAST.

Palavras-chave: Responsabilidade Social. Indicadores. Relações de Trabalho. Universidades Federais.

Introduction

In Brazil and around the world, there are a serie of programs, laws and norms that aim to improve aspects related to the socio-environmental issue, in addition to several instruments that seek to facilitate the implementation and dissemination of these spheres of organizational responsibility. Some of these instruments permeate the dimensions of sustainable development outlined through the triple bottom line: social, environmental (focus dimensions of this work) and the economic dimension. Among them stand out:

- Federal Constitution of 1988 (CF/88) which innovated by bringing in its structure a chapter on the environment (RAMOS, 2014);
- Environmental Agenda in Public Administration (A3P) which aims to promote and encourage public institutions in the country to adopt and implement actions in the area of socio-environmental responsibility in their internal and external activities (BRASIL, 2016);
- Decree nº 7.746/2012 which, in its article 16, determines the elaboration and implementation of the Sustainable Logistics Management Plan (PLS) for the direct federal public administration, autarchic and foundational and state-owned companies (BRASIL, 2012);
- ISO 26000, which provides guidelines and guidance on social responsibility for

organizations, whether private, public or non-profit, whether small, medium or large (BRASIL, 2015);

- ABNT NBR 16001, which presents a standard on social responsibility designed through a series of requirements that are mandatory for those who claim to follow it (BRASIL, 2015); and
- Ethos indicators that help in the socio-environmental diagnosis of organizations with the aim of disseminating and assisting companies with regard to socio-environmental practices (LARANJA, 2017).

Based on the foundations that highlight the important role of Higher Education Institutions (HEIs) in the process of changing society, with regard to sustainability issues, this study deals with Social Management in a Federal Institution of Higher Education (IFES), specifically with regard to the dimension of labor relations, based on the empirical basis of the Federal Rural University of Pernambuco (UFRPE) – Academic Unit of Serra Talhada (UAST). The problematization of the theme is guided by the following question: What social actions are being adopted in the management of UAST based on managerial and operational practices related to relations with its employees?

The present work, therefore, has as objectives to investigate the practices of social responsibility contemplated in the management of the UAST and its conformity with the practices of the UFRPE, besides seeking to understand how the labor relations are carried out between UAST and its collaborators, and to know the perception of the servers about such practices.

Theoretical Basis

2.1 Indicators for Social and Environmental Responsibility

As a kind of reality signal, most indicators emphasize the metric sense in reality construction or investigative and evaluative processes. For Bellen (2005, p. 42), the indicators aim to “aggregate and quantify information so that its significance becomes more apparent. They simplify complex information, trying to improve the communication process”. In this way, the complex phenomena can be measured, quantified and made understandable by various segments of society, through indicators.

However, seeking efficiency in the application of an indicator, Gallopín (1996) highlights the need for transparency and a high level of understanding, as these are means of

communication, and as such, require understanding between the participants in the process. Therefore, users should be encouraged to understand its meaning and significance within the process.

Indicators can be quantitative or qualitative. The use of qualitative indicators is preferable when quantitative information is unavailable; the attribute of interest is not quantifiable and the costs for obtaining it do not justify the benefits provided (GALLOPÍN, 1996).

This understanding is reinforced by Hellmann (2009, p. 151) when he states that:

The indicator is a monitoring index of something that can be measurable, usually linked to the company's management. In the case of SR at the HEL, there is a need for a broad system of indicators that strategically manages the evaluation of its social actions. In the private sector, social certification has become the most common practice for assessing SR. However, in addition to certification, there are organizations of various types, involved with implementation, guidance, measurement, evaluation, auditing and with reports that can corroborate the broader view of SR.

Thereby, every decision-making and organizational management process, more specifically with regard to social responsibility, needs some type of measurement to assess the performance of its activities, and performance indicators are important tools in this process. The indicators have to reflect the specific characteristics of the organization and must be defined and aligned with its objectives, strategy and goals, in order to provide improvements in management.

That said, it should be noted that, for this research, we chose one of the Ethos Indicators for Sustainable and Responsible Businesses, in order to measure, within the Social Dimension of the triple bottom line, the working relationships with UAST/UFRPE employees.

Ethos Indicators

The Ethos Indicators for Sustainable and Responsible Business “focus on assessing how much sustainability and social responsibility have been incorporated into business, encouraging business to be sustainable and helping to define strategies, policies and processes” (LARANJA, 2017, p. 34).

Rosetto (2011, p. 97) is categorical in stating that “the Ethos indicators were developed from correlation with other Instruments”. This statement is confirmed by the Ethos Institute itself (2014, p. 2), when stating that, in relation to the correlations of the content of the Ethos indicators with other initiatives:

[...] With the evolution of the social responsibility and sustainability movement, many initiatives have been developed around the world to help companies and different organizations incorporate responsible practices, compatible with sustainable development. Each initiative is developed with a specific purpose. However, they all address common themes, relevant to the CSR and sustainability agenda. For businesses to integrate sustainability into their strategies, it is necessary to recognize and act on these convergences. The correlations presented here are the result of analyzes by the Business Practices and Public Policies area of the Ethos Institute and aim to confirm the function of the Ethos Indicators as a sign of possible paths for the development of sustainable and responsible businesses.

Silva (2014) notes that, in its structure, Ethos is composed of 47 indicators, organized into 18 subthemes, which, in turn, are organized into 8 themes that make up its 4 dimensions. In the case of this research, indicator number 24 was emphasized (Relationship with Employees - Permanent, Temporary or Partial Outsourced), which is linked to the Labor Relations sub-topic, within the Social Dimension.

About this theme, Tapia, Ibsen and Kochan (2015 apud NOGUEIRA; NETO; NUNES, 2018, p. 25), state that the labor relations system emerged from the "combination between what is inherent, what is conflicting and the interests common, being regulated by the power, strategic choices and negotiating skills that each of the collective social actors brings to their interactions".

Thus, labor relations systems derive from three elements, which interact with each other: strategic choices made by social actors, collective bargaining structures and the technical division of labor; the first element being the one that most influences the processes of change and, at a secondary level, would be collective bargaining (CARVALHO NETO, 2001 apud NOGUEIRA; NETO; NUNES, 2018).

The structure in which the indicator addressed here is inserted can be observed in Table 1, below.

Dimension	Theme	Sub-theme	N ^o	Indicator	
Social	Human rights	Risk Situations for Human Rights	20	Monitoring the Business Impact on Human Rights	
			21	Child Labor in the Supply Chain	
			22	Labor (Forced or Similar) in the Supply Chain	
		Affirmative Actions	23	Promotion of Diversity and Equity	
	Work Practices	Work relationships		24	Relationship with Employees (Staff, Temporary or Partial Outsourced)
				25	Union Relations
		Human Development, Benefits and Training		26	Remuneration and Benefits
				27	Commitment to Professional Development
				28	Behavior in the Face of Dismissals and employability
		Health and Safety at Work and Quality of life		29	Employee Health and Safety
	30			Working Conditions, Quality of Life and Working Hours	
	Consumer Issues	Respect for right of Consumer		31	Relationship as a Consumer
				32	Impact Arising from the Use of the Products or services
		Conscious Consumption	33	Responsible Communication Strategy and Education for Conscious Consumption	
	Community involvement and development	Community Impact Management and Development		34	Management of the Company's Impacts on the Community
				35	Commitment to Community Development and Management of Social Actions
				36	Supplier Development Support
47				Reverse logistic	

Table 1 – Structure of Ethos Indicators (Social Dimension)

Fonte: ETHOS (2018,p.96)

At this point, it is worth remembering that this research uses the Ethos Indicator 24 as an instrument for gathering information about institutional responsibility linked to labor relations at UAST/UFRPE.

Ethos 24 Indicator and its Dimension

Each Ethos indicator is part of a group of indicators that form a subtopic of analysis. In turn, each subtopic joins with others to form major themes for discussion. Some of these are confused with their own dimension, since, by themselves, they are already quite comprehensive and have delimiting characteristics, however, others come together in order to form a new dimension of the Ethos Indicators.

In this study, a direct relationship is identified between the dimensions of the triple bottom line and the dimensions of the Ethos Indicators, especially the indicator discussed here, in addition to the correlations presented above, which will be further detailed below.

Indicator 24 – Relationship with Employees (Permanent, Temporary or Partial Outsourced) clearly refers to the social dimension of the sustainability tripod (economic, social and environmental), and also to the dimension of Ethos. For a better understanding of the relationship presented and the correlations depicted, Table 2 was created, in which the dimension, theme, sub-theme, direct relationship with the triple bottom line and the correlations of Indicator 24 are detailed.

ETHOS Dimension		Dimension - triple bottom line	Direct correlation
	<p>WORK PRACTICES</p> <p>The creation of jobs and, likewise, the payment of wages and other remuneration related to their execution are very important economic and social contributions of an organization. Meaningful and productive work is an essential element for human development. Its absence constitutes the main cause of social problems. It is not without reason that labor practices have a great impact in terms of respect for the rule of law and the sense of justice present in society: socially responsible labor practices are essential for the consolidation of justice, stability and social peace. The importance of employment for human development is universally accepted. As employers, organizations contribute to one of the most widely accepted goals of society, namely, the improvement of the standard of living through full and secure employment and the dignified work</p>	Social	<p>ISO</p> <p>26006.3.5 Avoid complicity, 6.3.6 Grievance resolution, 6.3.8 Civil and political rights, 6.3.10 Rights fundamentals of work, 6.4.3 Employment and labor relations, 6.4.4 Working conditions and protection</p> <p>Social</p> <p>GRI</p> <p>Aspects: Employment - G4-10; Relations between Workers and Management-G4-LA4; Health and Safety in</p>

	SUBTHEM	<p>WORK RELATIONSHIPS</p> <p>Labor relations are linked to people, especially respect for employees (own, third-party, temporary or partial) and the legislation that benefits them.</p>	<p>Work - G4-LA7; Training and Education</p> <p>-G4-LA9; Diversity and Equal Opportunities - G4-LA12; Equal Remuneration for Women and Men - G4-LA13</p>
	INDICATOR	<p>RELATIONSHIP WITH EMPLOYEES (EFFECTIVE, OUTSOURCED, TEMPORARY OR PARTIAL)</p> <p>The company must adopt criteria that guide the company's relationship with employees from different employment relationships.</p>	

Table 2 – Ethos Indicator 24 - Relationship with Employees (Permanent, Temporary or Partial Outsourced) - and its relationship and correlation with other CSR regulations
 Source: elaborated by the authors from ETHOS (2018).

Methodology

In summary, this work is presented as a research with a qualitative and quantitative approach, of an applied nature, with a descriptive objective, carried out through bibliographic, documentary and participatory research procedures, thus constituting a case study.

In addition to the bibliographical analysis on the subject, an analysis of official documents of the Institution was carried out, such as the PDI, the PLS and the initial report of the Sustainable UFRPE Project.

Empirical research was also carried out at UAST, based on three work fronts, initially based on the Ethos Indicators questionnaires chosen as the focus of this research. Thus, the study was carried out according to the following steps: 1) a request for information was sent via e-sic to UFRPE about the official position of the Institution regarding its working relationship between its collaborators and the University; 2) later, a form was created, in which a scale ranging from “totally disagree” to “totally agree” (Likert scale) was applied to effective professors and administrative technicians at UAST in order to identify their perception of the socio-environmental responsibility practices of that Unit (MARTINS; THEOPHILO, 2008; BAPTISTA; CAMPOS, 2007; MARCONI; LAKATOS 2008; MARTINS, 2008); and 3)

characterizing the participant research, the same questionnaire was used, which had

been applied to the servers, as a discussion script in a meeting with the UAST directors (general and academic director, administrative director and respective alternates), making a total of four people. The questionnaire was answered by consensus, after group discussion, in order to later verify the alignment with the official position of UFRPE and how much the actions are publicized and known by administrative technicians and professors at UAST.

Research Development

To determine the social responsibility indicators, three equivalent but distinct questionnaires were prepared, which, in turn, were applied to the three work fronts in different ways.

A questionnaire was sent to UFRPE, through the e-Sic communication channel on 08/28/2018, in order to collect the institutional position. Another questionnaire was used as a script in a meeting with the UAST directors on 10/03/2018, in order to verify adherence to the institutional positioning. In this case, the questionnaire was answered based on the consensus of the participants after extensive group discussion.

Finally, in order to know the perception of the UAST servers about the social responsibility practices of the unit, an electronic questionnaire was applied, via Google Form, containing, in addition to the profile of the respondents, the same questions of the questionnaire intended for the directors, however, adapted with the Likert scale, ranging from “totally disagree” to “totally agree”, totaling 5 response options for each question (MARTINS; THEOPHILO, 2007; BAPTISTA; CAMPOS, 2007; MARCONI;

LAKATOS 2008; MARTINS, 2008). The electronic form was intended for the effective staff (teachers and administrative technicians) at UAST and was available for response between 10/18/2018 and 11/18/2018.

The locus of the empirical research, therefore, is the UAST/UFRPE and it acted on 3 work fronts, therefore, the universe and the sample will be different for each front.

To determine the sample of faculty and technical-administrative staff, the formula for finite populations, proposed by Fonseca and Martins (1996), was used. For the application, a sample margin of error of 10% was considered, with a confidence level of 90%, in addition to a 50% expected hit rate. In this sense, the size of a finite sample (n) is determined by the following mathematical expression:

$$n = \frac{N \cdot Z^2 \cdot p \cdot (1 - p)}{(N - 1) \cdot e^2 + Z^2 \cdot p \cdot (1 - p)}$$

Where:

n=Sample size we want to calculate;

N=Size of universe;

Z=Deviation from acceptable mean value=Confidence level=90%=1.645;

e=Acceptable margin of error (%)=10%;

p=Expected hit ratio (%)=50%.

The faculty of UAST is made up of 204 permanent professors, while the technical-administrative staff is made up of 67 effective and active collaborators, totaling 271 servants. The data are from 2018, according to information from the Personnel Department of the Academic Unit. We emphasize that the universe is not composed of temporary, outsourced, seconded or interns, but only by active administrative technicians and effective professors.

Thus, making the necessary substitutions in the base formula, we have: $N = 271$

$Z = 1.645$

$e = 10\%$

$p = 50\%$

So $n = 54.2671$.

This means that for this research front, the sample size must be at least 55 respondents to guarantee at least 90% certainty and a maximum of 10% error.

6.1 Data Processing

In order to facilitate the presentation and standardize the results obtained, the metric used for the comparative analysis between the answers to the dichotomous or Likert scale questions was as follows:

- All questions had a weight of 3;
- For the questionnaires sent to UFRPE and used by the UAST leadership, each answer marked with “YES” had three (3) as a score, and each answer marked with “NO” had zero (0);
- For the forms sent to the teaching and technical staff, each answer marked with

“DON'T KNOW ANSWER” was disregarded for the calculation; each response marked “TOTALLY DISAGREE” had zero (0); those marked with “PARTIALLY DISAGREE” had one (1); “AGREE PARTIALLY” scored two (2); finally, “TOTALLY AGREE” had the maximum score, three (3);

- The final score of the Likert scale questions was given by the average score given by the respondents, disregarding the “I DON'T KNOW ANSWER” answers.

Results and Discussions

In response to the request to complete the electronic form sent on October 18, 2018, which was open for responses until November 18, 2018, 82 responses were obtained, therefore 30.26% of possible participants responded to the survey . With this, a degree of confidence greater than 90% and a sample error margin of less than 10% were obtained, as shown in the methodology, which would be 55 respondents.

The profile of most respondents is of men who declare themselves brown, aged between 30 and 39 years old, with at least a complete doctorate in the area of applied social sciences, who have the “D” classification of their teaching position and who entered the UAST in 2013, in addition to not occupying a position in a commission or a position of trust.

7.1 Relationship with Employees (permanent, outsourced, temporary or seconded)

The Ethos Indicator 24 deals with criteria that guide the Institution's relationship with employees from different employment relationships. The University declared that: UFRPE periodically monitors compliance with the requirements established for hiring outsourced employees, demanding that adjustments be made to ensure correct compliance with the legislation; in addition to offering a channel for internal and external complaints. Therefore, the Institution classified itself in the second stage of the indicator, called “stage 02 – Initiatives and practices”.

UAST, in turn, through its directors, positions itself as belonging to “stage 04 - efficiency”, stating that the Unit evaluates the results of its management system with regard to labor relations, seeking opportunities for improvement continues internally and throughout your supply chain.

When it came to the perception of UAST employees, it was evidenced that 56% believe that the Unit fits into stage 01, in other words, they believe that UAST maintains

formal employment contracts, which are in line with full compliance with labor legislation and from its third parties, not going beyond that; and only 5% follow the Unit's positioning, believing that stage 4 is the most correct positioning, as can be seen in Figure 1.

In a stratified analysis, it can be seen that there is no major divergence in relation to the opinion of professors and administrative technicians, since 52% and 60%, respectively, believe that stage 1 is the most appropriate framework for the reality of the Unit. However, professors are more optimistic in their position, since 19% believe that it is stage 3.

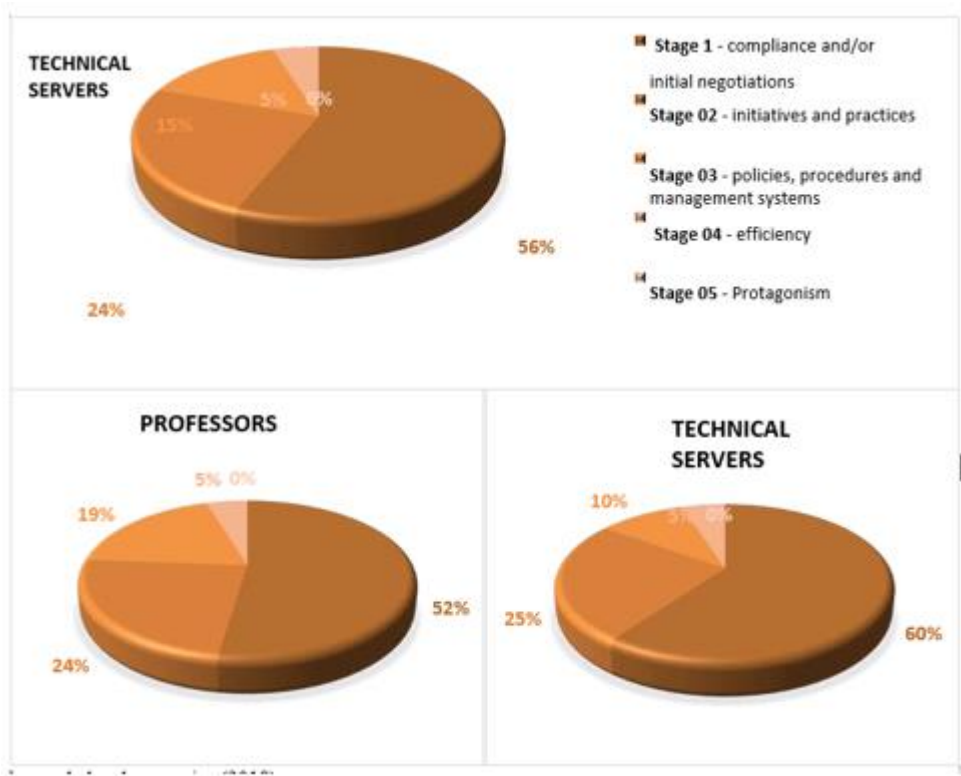


Figure 1 – Perception of UAST faculty and administrative staff regarding the Unit's classification in the stages of Ethos Indicator 24

Stage 01 - compliance and/or initial negotiations

The analysis of stage 01 of indicator 24, at the institutional level, brought the statement that UFRPE has internal committees with the participation of employees, in accordance with current legislation; and if it becomes aware of any pending issues in relation to labor legislation in its operation and/or with its third parties, it takes the necessary measures to remedy it. Thus, in relation to the ideal scenario referring to stage “01 - compliance and/or initial negotiations”, the university declares to have 100% adherence.

For UAST, the analysis of this stage brought the same perception and, according to its directors, the Academic Unit has 100% adherence.

When it came to the perception of the unit's technical and teaching staff, it was evident that UAST's adherence to the ideal scenario is only 67.51%, largely due to the fact that only 29% fully agree that the Unit has internal committees with the participation of employees, in accordance with current legislation; and only 24% fully agree that if UAST becomes aware of any pending issue regarding labor legislation in its operation and/or with its third parties, it will take the necessary measures to remedy it.

When asked if the UAST has internal committees with the participation of employees, in accordance with the current legislation, the answers of the professors differ in relation to those of the administrative technicians, this is the biggest point of divergence between the answers of stage 01 of indicator 24 33% of teachers strongly agreed. On the other hand, 15% of administrative technicians strongly disagree.

Despite the divergences found between the answers of professors and technicians, the majority (66% and 40% respectively) agree, even if partially, that the Unit, if it becomes aware of any pending issues in relation to labor legislation in its operation and/or with to its third parties, takes the necessary measures to remedy it. This is in line with studies by Carroll (1991 apud ALIGERI, 2011), when he chose Legal Responsibility as one of the levels of his "Pyramid of Corporate Social Responsibility", when he stated that organizations must obey the laws and that legislation is codification of right and wrong in a society, therefore corporations must play within the "rules of the game".

Stage 02 - initiatives and practices

When analyzing stage 02 of indicator 24 at the institutional level, it was possible to verify that the university considers it to have 100% adherence to this stage, as it was incisive in stating that it offers an easily accessible channel, with mechanisms to receive and forward suggestions, opinions and complaints regarding working conditions; requires its third parties to prove that they maintain employment contracts and working conditions consistent with the legislation in force; and requests evidence that the companies hiring their outsourced employees are up to date with their labor and social security obligations.

For UAST, the analysis of this stage brought 100% adherence to the ideal scenario, corroborating the position of UFRPE, since all the answers to the questions of this stage were similar.

At this stage, it was possible to observe the alignment of the respondents' perception with what prescribes the theory of Schwartz and Carroll (2003 apud SANTOS, 2010), when they present in the model of the Three Domains of Corporate Social Responsibility, the domain "Legal/Ethical" resulting from the intersection of the "Exclusively Ethical" and

“Exclusively Legal” domains. This alignment is evident when most respondents (38% of professors and 50% of technicians, excluding those who could not answer) believe that UAST requires third parties to prove that they maintain employment contracts and working conditions consistent with the legislation in force, and it is reinforced when the majority (38% of professors and 55% of technicians, excluding those who could not answer) believe that the Academic Unit requests evidence that the companies contracting its third parties are up to date with their labor obligations and pensions.

Stage 03 - policies, procedures and management systems

As in the analysis of stage 02, UFRPE points to a great adherence to the items that make up stage 03, since it presents a 75% positive association with the ideal scenario. In a direct way, the University reports that its values emphasize the commitment to labor relations and requests evidence that its suppliers are up to date with their labor and social security obligations. In contrast, it states that it does not have formalized policies and procedures that govern its labor relations management system.

UAST, in turn, has the same adherence as UFRPE, 75%, however, they differ in two points, while the former claims to have formalized policies and procedures that govern its labor relations management system, the latter claims not to have them. . On the other hand, UAST claims not to carry out internal audits of the management system or critical analysis to improve any failures, while UFRPE claims to carry them out.

When it came to the perception of the technical-administrative staff and the Unit's professors, it was evident that the respondents believe that there is 57.22% of adherence, however, the majority only partially agree with the positioning of the UAST management.

Stage 04 - efficiency

Unlike the previous stages, the University points to having only 40% adherence to the ideal scenario for “stage 04 – efficiency” of indicator 24. According to the entity itself, it develops programs aimed at improving the working conditions of its employees ; and establishes, in its labor outsourcing contracts, that outsourced employees have the same health and safety conditions and access to basic benefits enjoyed by regular employees, such as transportation, food, use of a cafeteria, among others. For UAST, the analysis of this stage brought the same 40% adherence to the ideal scenario and presented the same answers pointed out by the University.

Therefore, the need to improve the efficiency of UAST's working relationships with its collaborators is evident, since self-analysis proved to be poorly adherent to stage 4, and the few existing policies are not known by the academic community.

Stage 05 - Protagonism

This is a critical point for the University since, here, it considers that it does not adhere to the ideal scenario. According to his self-assessment, UFRPE is not recognized in the market for its employee management practice, not receiving awards or stamps that attest to being one of the best places to work; neither develops initiatives nor has a program that allows the transfer of its practices to its value chain.

UAST, in turn, fully follows the institutional position and does not adhere to its self-assessment, which demonstrates that neither the Unit nor the University have a leading role in this area.

Considerations

For Bellen (2005), the indicators simplify complex information, trying to improve the communication process. Based on the proposed analysis of the studied indicators, it was possible to corroborate this thought.

It is possible to verify that the University is wrong to classify itself in stage 02 of indicator 24, since the score obtained was 30, therefore UFRPE is positioned in stage 03, above the initially indicated.

However, the standard score assigned to the University for the “Ethos 24 indicator” was 6.25 out of ten possible (Table 3). This points to an intermediary effort by the University, since, practically, it only obeys the pertinent legislation, and little seeks innovation or protagonism in what consists of its labor relations.

Ethos Indicator 24 – Relationship with employees (permanent, outsourced, temporary or seconded)				
Stage	Ideal score	UFRPE score	UAST score	Perceived score
1	6	6	6	4,05
2	9	9	9	5,76
3	12	9	9	6,87
4	15	6	6	4,85
5	6	0	0	1,22
Total	48	30	30	22,75
Framework	Stage 05	Stage 03	Stage 03	Stage 02
Standard Grade	10	6,25	6,25	4,74

Table 3 – Score, classification and standard grade obtained for the Ethos Indicator 24 – Relationship with employees (permanent, outsourced, temporary or seconded)

Source: survey data (2018).

Conclusions

This research aimed to investigate the existing social responsibility practices in the management of the Academic Unit of Serra Talhada (UAST), and its conformity with the practices of the Federal Rural University of Pernambuco (UFRPE), as well as to understand how the relations of work between UAST and its collaborators, verifying the perception of the servers about such practices. In order to achieve these objectives, it was necessary to carry out a comparison at the level of indicators, through a case study, between the ideal scenario, the UFRPE self-assessment, the UAST self-assessment and the perception of the faculty and administrative staff of this Academic Unit.

When analyzing the working relationships between UAST and its collaborators (permanent, outsourced, temporary and seconded), based on the precepts of Ethos Indicator 24, UAST is on the same level as UFRPE, despite some differences in positioning. However, when it comes to the perception of the servers in relation to this topic, the perceived level drops. Therefore, it is far from ideal.

In order to achieve an ideal scenario, in addition to the identified and pre-existing actions, it is inferred that the Academic Unit should carry out internal audits of the management system, in addition to carrying out a critical analysis to improve any failures; implement a third-party certified labor relations management system; participate in evaluation or award programs for their labor relations practices, with the aim of benchmarking and adapting to the best practices in the market; maintain a number of outsourced employees below 20% of the total number of employees; develop initiatives and implement programs that allow the transfer of its practices to its value chain.

From these changes, UAST would leave an intermediate stage, in which it has some policies, procedures and management system (mostly due to legal requirements) and would start to be recognized in the market for its employee management practices, being able to receive awards or seals that attest to being one of the best places to work.

Although other points are also deficient, the main critical point identified and inherent to labor relations at UAST concerns stage 5 of indicator 24, which deals with the agency's role in relation to actions aimed at people management, not only the staff effective, but also in relation to outsourced, temporary and seconded employees.

In general, the research made it possible to identify the institutional effort to improve its socio-environmental aspects, the UAST follows the same line, however, the actions must be more assertive and transparent, since the perception differs greatly from the institutional position.

As a suggestion to improve the socio-environmental positioning of the Academic Unit

of Serra Talhada in view of the listed aspects, we recommend structuring a sector that works with sustainability as an end activity and not just as a means activity, as has been happening, since it is considered that the lack of this area is one of the biggest obstacles to creating and implementing these actions on an ongoing basis.

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