RELAÇÃO PESSOA E AMBIENTE: UM ESTUDO DE CASO NA DELEGACIA CIVIL DE EIRUNEPÉ-AM SOB A PERSPECTIVA DA GESTÃO DE PESSOAS

RELATIONSHIP BETWEEN PERSON AND ENVIRONMENT: A CASE STUDY IN THE CIVIL POLICE STATION OF EIRUNEPÉ – AM FROM THE PERSPECTIVE OF PEOPLE MANAGEMENT

RELACIÓN ENTRE PERSONA Y ENTORNO: UN ESTUDIO DE CASO EN LA COMISARÍA DE POLICÍA CIVIL DE EIRUNEPÉ-AM DESDE LA PERSPECTIVA DE LA GESTIÓN DE PERSONAS

Sara Oliveira de Souza[1], Cilene Farias Batista Magalhães[2], Aluízio da Silva Ribeiro Neto[3], Francisco Amâncio Xavier Júnior[4], Gustavo Costa Reis[5], Railson Inácio Lopes[6], Silviana de Lima Lôbo[7], Maria Lins França de Souza[8]

RESUMO

Este artigo apresenta um estudo de caso realizado na Delegacia Civil de Eirunepé – AM, com foco na relação entre pessoa e ambiente de trabalho sob a ótica da gestão de pessoas. O objetivo geral do trabalho foi compreender como as condições físicas e organizacionais impactam no bem-estar, desempenho e na motivação dos servidores públicos que atuam no local. A metodologia adotada foi qualitativa, com base em pesquisa de campo, observação direta e aplicação de questionários. A pesquisa foi fundamentada em teóricos como Chiavenato (2014); Fernandes (1996); Ferreira (2014); Souza (2013). Os resultados apontam deficiência na infraestrutura, como ausência de água potável na

[1] Undergraduate student in Business Administration mediated by Technology at the University of the State of Amazonas
E-mail: sarrsoli1@gmail.com

[2] Master in Process Engineering (UFPA); Graduated in Business Administration (UFAM). Lecturer at Amazonas State University
Email: lene_cia@hotmail.com

[3] Doctor student in the Graduate Program in Environmental Sciences and Sustainability in the Amazon – PPGCASA/UFAM. Master in Society and Culture in the Amazon – PPGSCA/UFAM. Specialist in Tourism and Local Development – UEA. Degree in Letters with qualification in Portuguese Language and its Literatures – UEA. Bachelor of Business Administration from UFAM. He was a professor of the Higher Administration Course Mediated by Technology in the municipality of Eirunepé-AM
Email: admaluizioneto2008@gmail.com

[4] Graduating in Business Administration mediated by Technology at the University of the State of Amazonas (UEA)
Email: amanciojunior609@gmail.com

[5] Master in Information Science from São Paulo State University
Email: gc.reis@uol.com.br

[6] Graduating in Business Administration mediated by Technology at the University of the State of Amazonas (UEA)
Email: deassissilva1106@gmail.com

[7] Undergraduate student in Business Administration mediated by Technology at the University of the State of Amazonas (UEA)
E-mail: silvianalima03@gmail.com

[8] Undergraduate student in Business Administration mediated by Technology at the University of the State of Amazonas (UEA)
Email: victorvalentim105@gmail.com

recepção, espaço físico inadequado, falta de privacidade no atendimento e limitações tecnológicas que dificultam a execução das atividades. A análise evidencia a necessidade de melhorias no ambiente organizacional, destacando a importância de políticas de valorização humana, condições dignas de trabalho e investimentos na qualidade de vida no serviço público.

Palavras-chave: Gestão de Pessoas. Ambiente de Trabalho. Delegacia Civil. Qualidade de Vida. Atendimento ao Público.

ABSTRACT
This article presents a case study conducted at the Civil Police Station of Eirunepé – AM, focusing on the relationship between people and the work environment from the perspective of people management. The general objective of the study was to understand how physical and organizational conditions impact the well-being, performance and motivation of public servants working there. The methodology adopted was qualitative, based on field research, direct observation and application of questionnaires. The research was based on theorists such as Chiavenato (2014); Fernandes (1996); Ferreira (2014); Souza (2013). The results indicate deficiencies in the infrastructure, such as the lack of drinking water at the reception, inadequate physical space, lack of privacy in service and technological limitations that hinder the execution of activities. The analysis highlights the need for improvements in the organizational environment, highlighting the importance of policies that value human beings, decent working conditions and investments in the quality of life in public service.

Keywords: People Management. Work Environment. Civil Police Station. Quality of Life. Customer Service.

RESUMEN
Este artículo presenta un estudio de caso realizado en la Comisaría de Policía Civil de Eirunepé, Amazonas, que se centra en la relación entre las personas y el entorno laboral desde la perspectiva de la gestión de personal. El objetivo general del estudio fue comprender cómo las condiciones físicas y organizacionales impactan el bienestar, el desempeño y la motivación de los servidores públicos que trabajan allí. La metodología adoptada fue cualitativa, basada en investigación de campo, observación directa y cuestionarios. La investigación se basó en teóricos como Chiavenato (2014); Fernandes (1996); Ferreira (2014); Souza (2013). Los resultados indican deficiencias en la infraestructura, como la falta de agua potable en la recepción, espacio físico inadecuado, falta de privacidad en el servicio y limitaciones tecnológicas que dificultan el desempeño de las actividades. El análisis destaca la necesidad de mejoras en el entorno organizacional, destacando la importancia de políticas que valoren al ser humano, las condiciones laborales dignas y la inversión en la calidad de vida en el servicio público.

Palabras clave: Gestión de Personas. Entorno Laboral. Comisaría de Policía Civil. Calidad de Vida. Servicio Público.

INTRODUCTION

People management, as a fundamental area of Administration, has always played a decisive role in the organization and institutional performance. In the public sector, especially in agencies directly linked to the care of the population, this area proved to be even more strategic. Understanding how human relationships develop in the organizational environment has become essential to improve the quality of the services provided. In civil police stations, where there is constant interaction between civil servants and citizens in situations of vulnerability or conflict, the work environment and structural conditions directly impact the way service is provided and how professionals perform their duties. It was in this scenario that the interest in the analysis of the relationship between people and the work environment arose in the Civil Police Station of Eirunepé – AM, in order to promote a critical reflection from the perspective of people management.

Located in the interior of the state of Amazonas, Eirunepé faces logistical and structural challenges common to many cities in the North region, mainly because it depends on river and air transport for the arrival of goods and resources. The local Civil Police Station, inserted in this context, operated with physical and technological limitations that directly interfered with the workflow and service to the population. It was observed that the spaces were not adequate to guarantee the privacy of the victims during the hearings, and that the servers acted under unfavorable conditions, such as the scarcity of material resources, lack of ergonomics in the workplaces and deficient infrastructure, which compromised both the well-being of the workers and the efficiency of the service provided to the community.

> People spend most of their time in the organization in a workplace that constitutes their usual habitat. The work environment is characterized by physical and material conditions and by psychological and social conditions. Both closely related... [..] On the one hand, occupational health and safety; on the other, the quality of life at work. These aspects constitute the basic foundations for an organization to become the best place to work. If this elementary minimum is not fully reached and exceeded, there is no need to talk about keeping people. (Chiavenato, 2014, p.401).

The central problem of the research revolved around the following question: how did the conditions of the physical and organizational environment of the Civil Police Station of Eirunepé influence the performance of the professionals and the quality of service to the public? Based on this concern, it was possible to understand that the structural flaws and the absence of policies to value the servers generated significant impacts on the organizational climate and on the perception of the service by users. This reality made evident the need for a closer look at the aspects of people management, aiming not only at

the improvement of internal processes, but also at the humanization of relationships in the institutional space.

In view of this scenario, the general objective of the research was to identify how the physical and organizational conditions of the Civil Police Station of Eirunepé influenced the productivity, motivation and satisfaction of the servers, proposing improvements to the work environment. To achieve this objective, the research established the following specific objectives: to know the main structural challenges faced by the employees in the police station; identify the impact of the physical structure on the efficiency of care and the motivation of servers; raise improvements in the infrastructure and organization of the space to optimize the service and performance of the servers, based on concepts of people management and organizational ergonomics.

The research approach was based on qualitative and descriptive principles, using direct observations, documentary analysis and the application of questionnaires with users of the police station. This method allowed a realistic approach to the institution's routine, favoring the collection of significant data that contributed to the understanding of the local organizational dynamics. The analysis of the collected data revealed that, in addition to the physical needs, the absence of management focused on the well-being of the employees and the quality of the work environment compromised the full functioning of the unit.

The relevance of the study lay in the possibility of shedding light on the reality of an essential public service, such as civil police stations, which operate under strong social and emotional pressure. Understanding how environmental aspects influenced labor relations and service to the public made it possible to propose viable ways to build a more welcoming, efficient and respectful environment. People management, when thought strategically, proved to be capable of promoting significant transformations, even in challenging contexts such as that of the Civil Police Station of Eirunepé. Thus, the research proposed to be a starting point for new reflections and initiatives aimed at improving the quality of life at work and the service provided to the population.

THEORETICAL FOUNDATION

The relationship between work environment and organizational performance has already been widely discussed by several scholars in the area of People Management. Chiavenato (2014) considers that the work environment should be structured in order to favor the maximum performance of employees, being a strategic factor to achieve organizational objectives. Robbins (2010) also highlights that the organizational climate is

decisive for cooperation among workers and for the construction of a more efficient environment.

The Civil Police Station of Eirunepé – AM, object of this study, represents a significant example to understand how the management of people and the physical environment are interrelated in the search for administrative efficiency and quality in citizen service.

In the public sector, people management becomes even more relevant due to the specificities of the services provided and the social demands that require efficiency and quality in service. Chiavenato (2014) states that people management is a strategic area that deals with human capital, essential for the preservation, consolidation, competitiveness and sustainability of organizations.

In addition, the relationship between the physical environment and productivity has been widely debated in the academic literature. Ferreira (2014) highlights that the Ergonomic Analysis of Work (AET) has become a relevant tool in the labor sciences, being widely used to understand and transform working conditions. In the context of public spaces, such as police stations, the application of ergonomic concepts is essential to ensure comfort and efficiency in the activities performed.

Lins (2020) argues that people management in the public sector needs to be constantly aligned with the expectations of civil servants and institutional demands, thus ensuring the fulfillment of organizational goals with greater productivity. This highlights the importance of adapting the work environment to meet the needs of professionals and the population served.

PERSON-ENVIRONMENT RELATIONSHIP AND QUALITY OF LIFE AT WORK

The relationship between the work environment and productivity has been the subject of several scientific investigations, especially in the context of public institutions. Ferreira (2014) states that the Ergonomics of the Activity aims to promote changes in the work environment, seeking to improve the quality of life at work through health and efficiency in organizational performance. This translates into the need to create adequate and functional spaces that promote the well-being of servers.

Ergonomics plays a crucial role in promoting quality of life at work, especially when applied to public spaces that demand an intense flow of care and administrative activities. As Rocesski (2004) points out, "stress in the workplace can lead to a drop in productivity, lost working hours and high costs with medical care". Occupational stress, often related to

the inadequacy of the physical environment, is a factor that compromises the efficiency of the services provided.

On the other hand, motivation at work is closely linked to the conditions of the physical environment and the way employees perceive the space where they work. Gondim and Silva (2020) observe that professional motivation is directly associated with the balance between the demands of the work environment and the individual needs of employees, resulting in greater performance and satisfaction.

> Occupational hygiene is related to the environmental working conditions that ensure the physical and mental health of people, and to their well-being conditions. From the point of view of physical health, the workplace is the area of action of occupational hygiene, involving aspects related to the exposure of the human body to external agents, such as noise, air, temperature, humidity, luminosity and equipment. Thus, a healthy work environment must involve physical environmental conditions that act positively on all human sense organs – vision, hearing, touch, smell and taste. (Chiavenato, 2014, p.402).

In the context of the Civil Police Station of Eirunepé – AM, an adequate physical environment represents a significant differential to ensure efficient and humanized service. Also from this perspective, Chiavenato (2014) highlights that "people management has been responsible for the excellence of successful organizations, promoting an environment favorable to human performance".

The quality of life in the workplace is directly related to the way spaces are organized and how they influence the physical and emotional well-being of employees.

Chiavenato (2004) states that quality of life at work is deeply related to the satisfaction of the individual needs of employees, resulting in greater performance and satisfaction. This perception is aggravated in public institutional spaces where there is often a lack of resources and adequate structure for the efficient exercise of functions.

França (1997) explains that Quality of Life at Work (QWL) consists of a set of actions that involve managerial and technological improvements in the organizational environment, aiming to promote the well-being of employees. The author highlights that the construction of this quality depends on an integrated view of the company and individuals, through a biopsychosocial approach, which is fundamental for the formulation of a diagnosis and for the implementation of projects that preserve and develop people in the work environment.

Quality of Life at Work seeks to humanize work relations in the organization, maintaining a close relationship with productivity and, mainly, with worker satisfaction in their work environment.

This means that the well-being of civil servants does not depend only on remuneration or stability, but also on the physical conditions of the space, recognition,

internal communication, and work-life balance. Police stations with inadequate structure, noisy environments, without privacy or without minimum resources compromise not only the performance of professionals, but also the respect and dignity of the citizens served. Chiavenato (2014, p. 419) also states that "to achieve high levels of quality and productivity, organizations need motivated people who actively participate in the work they perform and who are adequately rewarded for their contributions".

In this context, ergonomics emerges as an essential area to promote improvements in the work environment. Iida (2005) points out that ergonomics has as its main objective to adapt work to human characteristics, considering physical and cognitive aspects to minimize physical and psychological exhaustion.

The absence of a space reserved for hearings, for example, or the lack of adequate furniture, can generate physical and emotional discomfort, in addition to compromising the concentration and efficiency of the server, especially when dealing with sensitive situations, such as testimonies from victims.

In addition, the perception of belonging and appreciation in the institutional environment is directly related to QWL. According to Limongi-França (2010. p.89), quality of life at work involves "actions that favor human development, social justice and the improvement of organizational performance in an integrated manner". In this way, public spaces must be planned with a focus on humanization and respect for workers, with infrastructure that favors not only the execution of tasks, but also coexistence, dialogue, and active listening.

Likewise, inadequate environments compromise the mental health of professionals. For Cañete (2011), disorganized and unhealthy environments are triggers for increased occupational stress, directly reflecting on productivity and interpersonal relationships. This applies to the case of the Civil Police Station of Eirunepé, where the structure does not provide privacy for care, nor does it offer minimum comfort to workers.

Fernandes (1996) points out that, despite technological advances and quality initiatives, workers still face repetitive routines, underutilization of their capacities and inadequate working conditions, which contributes to absenteeism, low productivity and damage to physical and mental health, even affecting organizational performance.

According to Chiavenato (2014), people management involves not only legal obligations, but also moral obligations, with the duty to provide a safe work environment free of risks to the physical and mental health of employees.

An environment that is not interconnected with the needs of its employees causes consequences for everyone, both for the health of the worker and for the performance of organizational tasks, generating occupational stress.

> Stress at work has serious consequences for both the employee and the organization. The personal consequences of stress include anxiety, depression, distress, and various physical consequences such as gastric and cardiovascular disorders, headaches, nervousness, and accidents. In certain cases, they lead to drug abuse, alienation and reduced interpersonal relationships. On the other hand, stress also affects the organization, by negatively interfering with the quantity and quality of work, increasing absenteeism, turnover, and the predisposition to complaints, complaints, dissatisfaction, and strikes. (Chiavenato, 2014, p.405).

Thus, a favorable work environment is one that provides its employees with safety, comfort and confidence, among other attributions, where it is concerned with the quality of life at work, thus generating satisfaction within the organizational environment. Inadequate space generates discomfort and can lead to a drop in task performance.

The absence of basic infrastructure, such as access to water, ventilation, document organization, as well as work overload, are factors that generate occupational stress and harm the organizational climate. This reality, unfortunately common in many public institutions, such as those in cities in the interior, reveals the importance of diagnoses such as the one carried out in this study. By investigating the perception of civil servants and citizens regarding the space of the Eirunepé police station, it is possible to reflect on the concrete impacts of infrastructure on motivation, productivity, and quality of service.

MANAGEMENT OF PUBLIC SPACES

The efficient management of public spaces represents one of the greatest challenges for public administration, especially in environments where service to the public is constant. According to the Manual of Excellence in Citizen Service (2020), quality in service is an imperative for the Ministerial Administration, mainly because public service users are increasingly aware of their rights.

Rego and Cunha (2008) understand that the physical space within organizations has a structuring role, directly influencing human behavior and interactions in the work environment

The institutional space is not neutral: it carries symbologies and functionalities that directly influence the performance of the public service. The management of public spaces must consider both the effectiveness of serving the public and respect for the dignity of workers.

Efficiency in service depends directly on the adequacy of the physical space, which must ensure accessibility, comfort and safety. In addition, people management plays a key role in empowering civil servants to deal with the public in a respectful and efficient manner. Chiavenato (2014, p. IX) reinforces that:

> The way in which people behave, decide, act, work, execute, improve their activities, take care of customers and run the business of companies varies in many dimensions. And this variation depends, to a large extent, on the policies and guidelines of organizations regarding how to deal with people in their activities.

This demonstrates the need for public spaces that are planned in a way that mitigates the impacts of occupational stress and provides a positive organizational climate. Rocesski (2004) observes that the daily pressures and demands at work, combined with the misalignment between the organization's objectives and the needs of individuals, are significant sources of tension and stress.

Vidal and Valera (1998) argue that the planning and management of public spaces should consider psychosocial and symbolic aspects, which provide environmental comfort, belonging and safety for users. When these elements are absent, the environment tends to generate distance and disconnection between the individual and the service provided.

The management of public facilities, according to Gil (2010), requires that the space be organized in such a way as to minimize waste of time, effort and resources. For him, well-designed physical structures allow for better workflow and greater efficiency in the execution of organizational activities, which is essential in services such as those provided by police stations.

In the case of police stations, the spaces must be aligned with the institutional mission of promoting security and welcoming the population. The absence of private environments, as occurs in Eirunepé, compromises the confidentiality of the hearings and the emotional comfort of the victims. This failure in the management of public space interferes negatively with the population's perception of the efficiency of the police station.

The experience of service in the public sector, especially in police stations, needs to be humanized and safe. The inadequate physical environment can generate conflicts and difficulties in communication between civil servants and citizens.

According to Iida (2005), uncomfortable, poorly ventilated or noisy spaces negatively affect the performance of workers and reduce the effectiveness of service to the public. This is aggravated in institutions with an overload of demands and limited resources.

Chiavenato (2014) also points out that, from the point of view of mental health, the work environment needs to offer healthy psychological and sociological conditions, which stimulate positive behavior and reduce negative emotional impacts. Thus, the planning of

public spaces must contemplate not only operational efficiency, but also the reception and safety of users.

Finally, the management of spaces in public services must include preventive maintenance strategies, continuous improvements, and listening to users to improve the facilities. The absence of this care compromises not only the quality of services, but also the institutional image and the relationship between the State and the citizen.

PRIVACY, SECURITY AND HUMANIZATION IN SERVICE

Privacy in police station service is a fundamental right of citizens and a minimum condition for victims of crimes to feel safe when giving statements.

Souza (2013) states that humanized listening in the public service is not limited to the ethical conduct of the civil servant, but also requires an adequate physical structure, capable of ensuring a welcoming environment with respect and discretion, especially in the most sensitive services.

At the Eirunepé police station, the testimonies are collected in a shared environment, without partitions or acoustic insulation, which compromises the confidentiality of the information. This can embarrass victims and interfere with the veracity or integrity of the reports. The humanization of care therefore involves the physical restructuring of the environment, focusing on the emotional safety of users.

Rocesski (2004) warns that the organizational environment can be a significant source of stress when it does not respect individual needs and does not provide physical and emotional security. The lack of clear protocols to deal with the public, added to the absence of protection for the server, generates a tense and exhausting environment.

This concern is also in line with the principles of public administration, which value the dignity of the human person. Motta (2001) argues that public organizations should base their services on ethical principles and respect for citizens, ensuring a dignified and effective service that reflects the commitment to citizenship and human appreciation. Improvements in this sense promote not only a more welcoming environment, but also a more efficient one, as they strengthen the population's confidence in the service provided.

METHODOLOGY

The present research was developed with the objective of analyzing the relationship between the conditions of the physical environment and the performance of the professionals of the Civil Police Station of Eirunepé, from the perspective of people management. For this, a qualitative approach, of a descriptive nature, was adopted, in

order to investigate in depth the experiences of employees and citizens who attend the institution. The choice of this approach allowed capturing the subjective perceptions of the participants, enabling the understanding of how the physical environment interferes in the care and performance of work activities.

According to Minayo (2001), qualitative research allows the immersion in the studied context, favoring a comprehensive analysis of reality. This type of approach is especially useful in studies focused on public service, as it considers the complexities and human dynamics present in institutions.

Data collection took place during the researcher's supervised internship period, through direct and participant observation. The constant presence at the Civil Police Station of Eirunepé made it possible to immerse oneself in the daily life of the organization, favoring the collection of information about the physical structure, the service flows and the main challenges faced by both users and servers. This step was essential to contextualize the institutional reality and support the analysis of the data collected.

Two structured questionnaires were also used, both applied online, through the Google Forms platform. The first was aimed at the population served at the police station and aimed to investigate the perception of citizens about the quality of the physical structure of the environment, the comfort in the waiting rooms, the privacy in the service, the signage of the sectors and the agility in the service process. The responses were collected anonymously, respecting the ethical principles of the research, and made it possible to draw an overview of the users' experience with the services provided.

The second questionnaire was aimed at the institution's employees and aimed to understand how the conditions of the physical space influenced the performance of their functions, the well-being in the work environment, internal communication and the quality of the service offered to the public. The choice to use Google Forms as a means of application sought to offer practicality and accessibility to employees, ensuring the confidentiality of the answers and encouraging spontaneous participation.

The methodology adopted in this study sought, therefore, to integrate multiple sources of information to offer a comprehensive view of the organizational reality of the Civil Police Station of Eirunepé. The joint analysis of the field observations and the questionnaires applied allowed us to understand the interactions between person and environment, evidencing the structural impacts on the quality of the work developed and the service to the citizen.

RESULTS AND DISCUSSION

Based on data collected through questionnaires applied to citizens and employees of the Civil Police Station of Eirunepé – AM, it was possible to identify central aspects that affect the efficiency, quality of care and occupational health of workers. The data was organized into three main categories: infrastructure, privacy, and security, for a better understanding of the critical points reported by the participants. In addition to the data from the questionnaires, direct observations carried out during the supervised internship were also considered, which allowed for a deeper understanding of the environment and the challenges faced on a daily basis.

INFRASTRUCTURE

The infrastructure of the police station was widely evaluated negatively by the respondents, both from the internal team and from the public served. From the point of view of the servers, most classified the conditions of cleanliness and organization of the environment as regular or bad, pointing out an urgent need for improvements.

Graph 1 – Evaluation of the physical structure of the Police Station.
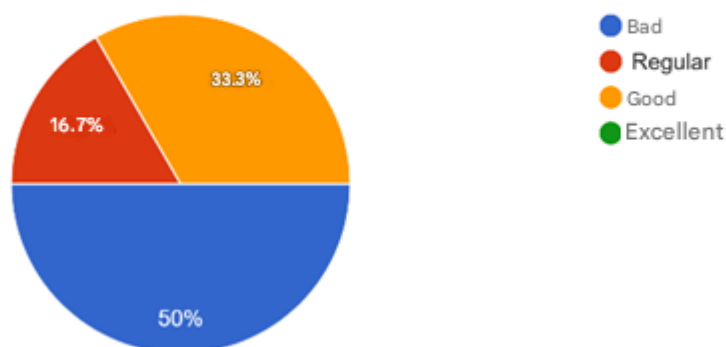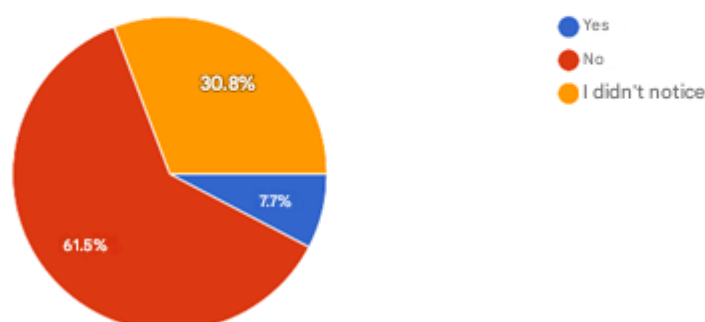

Source: Prepared by Sara Oliveira (2025)

Among citizens, 53.8% evaluated the physical structure of the police station as bad, 30.8% as regular, while only 15.4% considered it as good. The absence of adequate ventilation, insufficient lighting and the precariousness of furniture and common spaces were some of the problems highlighted.

A critical point identified was the lack of access to drinking water at the reception, a fact confirmed by most of the interviewees, which caused embarrassment and discomfort. On several occasions, people requested water, and it was necessary for the attendant to

leave the station to get a glass in the kitchen, interrupting the service and prolonging the waiting time. This basic aspect directly compromises the dignity of service to the public.

Graph 2 – Availability of drinking water or drinking fountain at the reception.

During your stay at the police station, were you provided with access to drinking water or a drinking fountain at reception?

13 answers

Source: Prepared by Sara Oliveira (2025)

During the field observations, it was possible to verify that the reception waiting area is poorly lit and often poorly ventilated. On warmer days, the waiting room becomes uncomfortable for both citizens and servers. The absence of air conditioning and adequate ventilation made the environment suffocating, especially at peak hours.

For Iida (2005), the absence of thermal comfort, appropriate lighting, ergonomic furniture and adequate physical organization not only reduces work efficiency, but also compromises the health of workers.

In addition, the absence of an adequate technological infrastructure was highlighted, such as computers in good condition, flawed bulletin systems, hindering the efficient performance of administrative activities.

The servers also highlighted that the ergonomics of the furniture and equipment are inadequate, generating discomfort and contributing to physical fatigue throughout the workday. The arrangement of the equipment was pointed out as a factor that impairs the flow of work, forcing unnecessary displacements and increasing the service time.

Graph 3 – organization of space and impact on the productivity of servers.

Do the organization of space and the arrangement of equipment affect your productivity?
7 answers
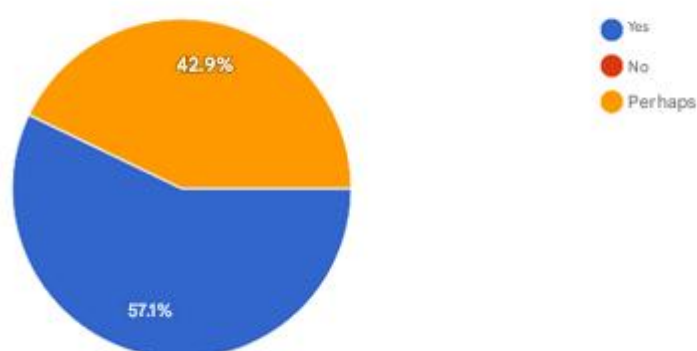
Source: Prepared by Sara Oliveira (2025)

In addition, it was observed that the system used in the reception computers makes it impossible to perform similar activities simultaneously. When one server is sending a certain type of document on a computer, the other has to wait, which slows down the service and generates an accumulation of people at the reception.

Therefore, the absence of an infrastructure consistent with the needs of the institution compromises not only the well-being of the servers, but also the population's perception of the quality of the service. Uncomfortable and disorganized environments directly affect productivity and contribute to the demotivation of professionals.
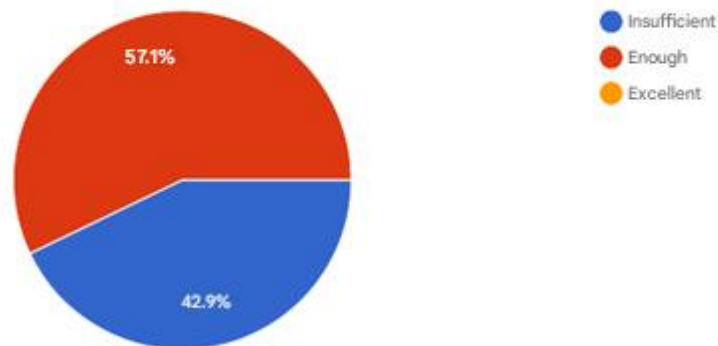
PRIVACY

Privacy in care was another aspect widely criticized. Among the civil servants, the majority classified as "insufficient" the current structure of the police station to guarantee confidentiality in the hearings, which translates into serious risks to the quality of the investigations and the well-being of the victims. The lack of spaces reserved for the service of police reports, such as acoustically isolated rooms, forces the services to take place in open places, exposing victims and complainants to situations of discomfort and embarrassment.

Graph 4 – Opinion of the civil servants on the existence of an adequate structure to ensure privacy during the service at the police station.

How do you assess privacy in the workplace when handling hearings?
7 answers

Source: Prepared by Sara Oliveira (2025)

From the point of view of citizens, the data reinforces the perception of the servers: most reported that the environment does not guarantee privacy in the service, which makes it difficult to clearly and honestly expose delicate situations. This negatively affects trust in the police service and can discourage reporting, especially in sensitive cases such as domestic violence to sexual crimes.

Graph 5 – Respondents' opinion on the existence of an adequate structure to ensure privacy during the service at the police station.

Does the location have adequate facilities to guarantee your privacy during the service?
13 answers


Legend:
- Yes
- No
- Partially

15.4%
76.9%
7.7%
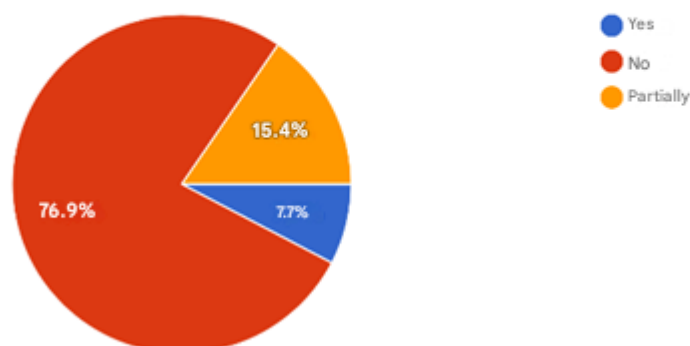
Source: Prepared by Sara Oliveira (2025)

During direct observation, it was possible to verify that the reception is a noisy environment, where the constant noise makes it difficult for the servers to concentrate and compromises the quality of service. In addition, it was observed that the testimonies of citizens are carried out in places without partitions and without any acoustic insulation, allowing everyone in the room to hear the content of the speeches, this context creates an unwelcoming environment and weakens the emotional integrity of the victims.

Graph 6 – Degree of comfort of citizens reporting their problems or situations during the service provided at the police station.

Did you feel comfortable reporting your situation/problem during the service?
13 answers

Legend:
- Yes
- No
- Partially

38.5%
15.4%
46.2%
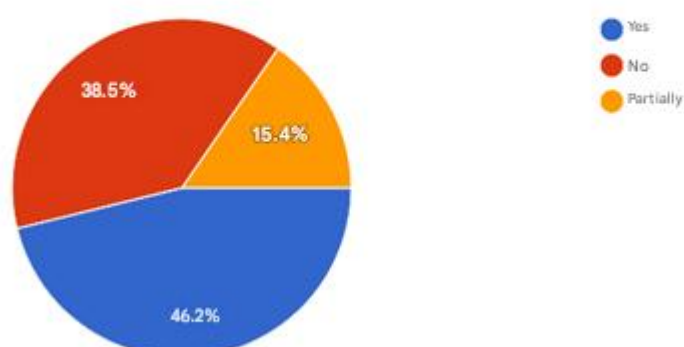
Source: Prepared by Sara Oliveira (2025)

In the hearing rooms, it was found that three people share the same space, each at a table, but close to each other. At times when everyone was attending at the same time, the

noise became loud, making it difficult to concentrate and understand the information provided.

The lack of privacy, in addition to compromising the integrity of listening, also has a psychological impact on the servers, who report frustrations for not being able to offer dignified and ethical care. This situation contributes to an emotionally charged work environment, making it difficult to empathize and welcome citizens who seek help.

These observations reinforce the urgency of creating exclusive and reserved rooms for the most delicate services, with adequate structure to ensure confidentiality, security and a truly humanized service.

4.3 SECURITY

The physical security of servers and users was also one of the main concerns identified in the survey. Asked about this topic, most of the employees stated that the current environment of the police station does not offer adequate protection conditions. The absence of physical barriers at the reception, such as armored glass or partitions, exposes attendants to potential risk situations, especially in times of conflict or assistance to aggressive individuals.

Graph 7 – Opinion of civil servants in relation to safety in the workplace.

Does the work environment provide physical security?
6 answers
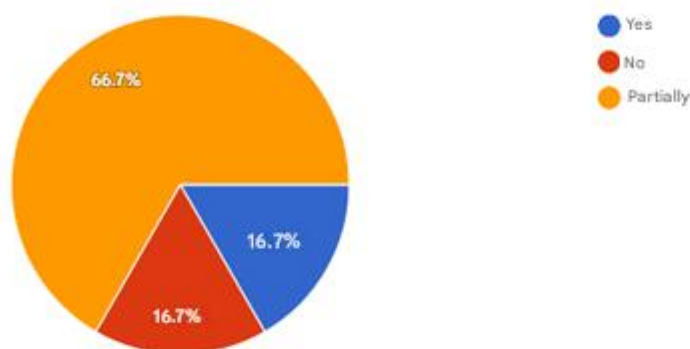
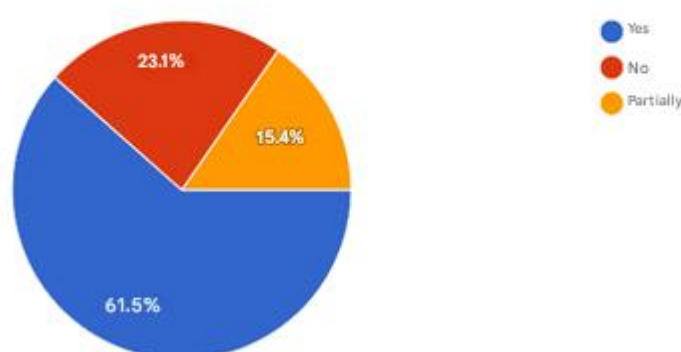Source: Prepared by Sara Oliveira (2025)

In addition, the lack of continuous surveillance and the absence of security cameras in strategic locations reinforce the feeling of vulnerability among workers. This insecurity generates constant tension and contributes to increased levels of occupational stress, which directly affects the mental health and performance of teams.

Citizens also showed concern about security at the site. Although most reported feeling safe during the service, a significant portion pointed out insecurities related to the behavior of other users, the lack of entry control and exposure in common areas. These data demonstrate that institutional security goes beyond police presence, and is also determined by physical organization and adequate control of the environment.

Graph 8 – Users' feeling of security during their stay inside the police station.

Source: Prepared by Sara Oliveira (2025)

Another point observed was the intense bad smell in the corridor that gives access to the police station's kitchen, possibly caused by plumbing problems. This unpleasant odor, in addition to causing discomfort, contributes to the unhealthy environment, negatively affecting both servers and citizens who need to transit through this space.

It is important to highlight that safety in the workplace is one of the pillars of occupational quality of life. Police stations that invest in physical protection and security protocols tend to have better productivity and job satisfaction rates, in addition to strengthening the bond of trust with the community.

In view of the data presented, it is evident that the Civil Police Station of Eirunepé needs an urgent physical and organizational restructuring, which includes improvements in infrastructure, ensures privacy in service and promotes the safety of all involved. These measures are essential for the construction of a more humanized, welcoming and efficient work environment, which respects the dignity of employees and the population.

IMPROVEMENT SUGGESTIONS

Based on the results obtained through the questionnaires applied and the direct observations carried out during the internship period, the need for concrete and structured

actions to improve the physical and organizational environment of the institution becomes evident. The weaknesses identified compromise both the quality of the service provided to the population and the health and well-being of the servers, negatively impacting the efficiency, humanization in care and the social perception of the agency. Based on this diagnosis, suggestions for improvements were listed that can promote a more functional, safe and welcoming environment.

1. Install air conditioning and adequate lighting in the reception and service environments, ensuring an environment with greater comfort.
2. Provide an easily accessible drinking fountain in the reception area, ensuring a minimum of dignity and well-being to citizens during the waiting time.
3. Restructure the arrangement of furniture and equipment, promoting better ergonomics to servers and optimizing the flow of administrative and service activities.
4. Update computer equipment and reformulate the system for registering police reports, enabling simultaneous use without crashes or operational incompatibilities.
5. Create specific and acoustically isolated rooms for the hearings of victims, witnesses and perpetrators, ensuring confidentiality, privacy and greater emotional support.
6. Implement partitions and protective barriers at the reception, to safeguard physical integrity and avoid exposure of sensitive information, ensuring greater privacy.
7. Perform maintenance on the hydraulic and sanitary network, solving the problem of bad smell and promoting a healthier and more suitable environment for prolonged stay.

The suggested measures aim to respond directly to the demands raised by the participants, the research and the empirical observations recorded during the internship. The implementation of these improvements will not only raise the standards of care, but also provide better working conditions for the servers.

FINAL CONSIDERATIONS

The purpose of this study was to analyze the relationship between people and the work environment in the Civil Police Station of Eirunepé – AM, from the perspective of people management, focusing on the aspects of infrastructure, privacy and security. Through the application of questionnaires to civil servants and citizens, in addition to the direct observation of the institutional routine, it was possible to identify a series of

weaknesses that compromise the efficiency of service to the public and the quality of life of the professionals who work at the site.

The research allowed us to understand the importance of a management focused on valuing professionals and creating more welcoming environments. The improvement of the physical structure, combined with the reorganization of service flows and the training of servers, proved to be essential to transform the institutional reality of the police station.

Among the limitations of this study, the local focus is highlighted, restricted to the Eirunepé Civil Police Station, which prevents generalizations. In addition, the number of respondents, although relevant, can be expanded in future surveys. It is therefore recommended that new studies be carried out in other public security units, comparing realities and proposing management strategies applicable in different contexts.

It is concluded that the construction of a more humane, safe and efficient environment does not depend only on material resources, but also on the recognition of the needs of professionals and the population served. This is a fundamental step towards strengthening trust in public institutions and valuing human dignity in the police service.

REFERENCES

1.   Cañete, Ana Paula. Work Environments And Mental Health. Curitiba: Appris, 2011.

2.   Chiavenato, I. People Management: The New Role Of Human Resources In Organizations. 4. Ed. Barueri: Manole, 2014.

3.   Chiavenato, Idalberto. People Management: The New Role Of Human Resources In Organizations. 3. Ed. Rio De Janeiro: Elsevier, 2004.

4.   Fernandes, Eda. Quality Of Life At Work: How To Measure To Improve. Salvador: Casa Da Qualidade Editora Ltda., 1996.

5.   Ferreira, M. C. Ergonomics Of The Activity Applied To The Quality Of Life At Work. Brazilian Journal Of Occupational Health, 2014.

6.   France, To C. Limongi. Quality Of Life At Work: Concepts, Approaches, Innovations And Challenges In Brazilian Companies. Brazilian Journal Of Psychosomatic Medicine. Rio De Janeiro, Vol. 1, N.º 2, P. 79-83, Apr./Mai./Jun. 1997.

7.   Gil, Antonio Carlos. People Management: Focus On Professional Roles. São Paulo: Atlas, 2010.

8.   Gondim, S. M. G.; Silva, N. Motivation At Work. Organizational And Work Psychology, 2020.

9.   Iida, Itiro. Ergonomics: Design And Production. 2. Ed. São Paulo: Edgard Blücher, 2005.

10.   Limongi-França, Ana Cristina. Quality Of Life At Work: Concepts And Practices In Companies Of The Post-Industrial Society. 2nd Ed. São Paulo: Atlas, 2010.

11.   Lins, R. L. Notions Of People Management In The Public Service. Recife: Cefospe, 2020.

12.   Manual Of Excellence In Citizen Service. Mp-Ap, 2020.

13.   Minayo, Maria Cecília De Souza. The Challenge Of Knowledge: Qualitative Research In Health. 7. Ed. São Paulo: Hucitec, 2001.

14.   Motta, Paulo Roberto. Organizational Transformation: The Theory And Practice Of Change. Rio De Janeiro: Qualitymark, 2001.

15.   Rego, Arménio; Cunha, Miguel Pina E. Management Of People And Organizational Behavior. São Paulo: Saraiva, 2008.

16.   Robbins, Stephen P. Organizational Behavior. 14. Ed. São Paulo: Pearson Prentice Hall, 2010.

17.   Rocesski, L. Stress In The Work Environment. Ufsc, 2004.

18.   Souza, Jessé. Qualified Listening And Institutional Care: An Approach To Public Care. São Paulo: Cortez, 2013.