



**WORKERS' PERCEPTION OF LEISURE PROGRAMS AND ACTIVITIES  
OFFERED BY A LARGE BRAZILIAN ENERGY COMPANY AND ITS  
RECREATIONAL ASSOCIATION**

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Eduardo Penna de Sá<sup>1</sup>

Christianne Luce Gomes<sup>2</sup>

**ABSTRACT**

There is a growing concern on the part of companies regarding the human being's life considering the context of worker-company relations, guiding them to actions privileging the individual's well-being, such as leisure. In this perspective, the aim of this research is to analyze the perception of workers from a large Brazilian Energy Company located in State of Minas Gerais, and also members of its Recreational Association, about spaces and leisure activities offered, identifying the limits and the possibilities of these actions and the use of spaces by workers who experience them. The methodological procedures chosen were descriptive-quantitative research, using the case study and survey, applying an online questionnaire as a collection tool. The results showed that leisure offered by the Company is considered as an option by the workers, for whom leisure is related to the quality of life, fun and searching for satisfaction. Workers recognize leisure brings benefits to them and the Company. Then, it is concluded that the worker realizes the leisure offered as part of his/her routine and even though it is offered by the Company/Association, it is considered as a personal choice.

**Keywords:** Leisure for workers. Leisure and Company. Leisure and HR.

**INTRODUCTION**

The work presented here is derived from concerns arising from research that investigated leisure as a tool used in the strategic management of human resources, used by companies in

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<sup>1</sup> Eduardo Penna de Sá – Ph.D. (corresponding author)  
Institution: Fundação Dom Cabral – FDC, Belo Horizonte, Brazil  
E-mail: epenna@hotmail.com  
ORCID: <https://orcid.org/0000-0002-3389-9038>

<sup>2</sup> Christianne Luce Gomes – Ph.D.  
Institution: Departamento do Programa Interdisciplinar de Estudos do Lazer da Universidade Federal de Minas Gerais – UFMG, Belo Horizonte, Brazil  
E-mail: [chrislucegomesufmg@gmail.com](mailto:chrislucegomesufmg@gmail.com)  
ORCID: <https://orcid.org/0000-0002-0075-289X>

Belo Horizonte, Brazil. These companies stated that leisure could act as a generator of benefits to workers who experience it, besides allowing the search for competitive advantage in the market (author, 2007). This prerogative provoked the interest in continuing this research on another level: studying leisure in the company prioritizing the perception of employees on the subject. Do the workers have the same perception as the company, in which the leisure offered by it generates benefits for the individual who experiences it?

Thus, the general aim of this research is to analyze the perception of employees from a large Brazilian Energy Company located in State of Minas Gerais, linked to its Recreational Association, related to the spaces, programs, and leisure activities offered to them, as well as identifying the limits and possibilities of these activities and the use of the spaces.

The understanding of the research occurs, therefore, from the analysis of the worker point of view that experiences the leisure offered by the company through its recreational association. It should be clarified that leisure is understood here as a human need and cultural dimension, characterized by the playful experience of cultural manifestations in social time/space (Gomes, 2014).

It becomes to study and deepen this theme, considering the relationships between leisure, worker and company. There is a lack of productions on the subject, which also justifies the development of this research, with the intention to contribute to the interdisciplinary studies of leisure, also linking to the companies' human resources strategy.

## **BUSINESS STRATEGY**

In a research relating leisure for workers and company it is important to address corporate strategy, given that the interactions of this relationship are developed in a corporate

environment. Leisure used in the company can be explicitly considered a deliberate strategy of the company, since, as mentioned by Sá (2007, p.92), "leisure, being adopted as a management tool, can mean a new way of establishing these work relations".

Kaplan & Norton (2004) state that corporate strategy does not emerge from an isolated managerial process; it is only one of the paths in the continuous action of moving the entire organization towards its goals. The classic author of strategy, Porter (1986), already said that strategy is planned to improve corporate competitiveness and any attitude developed by the company in pursuit of its goals and objectives is designed by the strategy. The decisions and guidelines will indicate the company's positioning in its operating environment.

For Dess et al. (2007), strategic management within an organization seeks to be a process and a single path to guide actions throughout the organization allowing for differentiation and trying to achieve its competitive advantages and better chances of success.

The companies, through their strategy management, involve the entire organizational system, also placing the relationships with their workers as a key point for success. To allow this, they design policies and programs that make it possible to articulate these relationships. They transform the management of their intangible assets, among them their workers, as a preponderant factor enabling that adds value to their products and services (Freire, 2012).

Considering that intangible assets are important in this process, it becomes relevant to take care of these assets by offering policies and programs promoting a richer relationship between company and worker. Leisure used by the company as a strategic tool comes to interpose in this relationship. Workers may have the perception that these programs, among them the leisure offered by the company, also strengthen their personal relationships and satisfaction with daily life, also involving satisfaction with the work in that organization. Grant (2010) points out that the workers of an organization are fundamental, so the relations

between the company and its human resources must be part of this system, allowing the development of both.

In this way, leisure is perceived as an integral part of this system and business strategy. This is possible when leisure is taken as an object of a human resources development policy, certainly aiming at competitive advantages for the company. Therefore, leisure is considered a strategic tool and generally, is related to the policies that involve the Quality of Life at Work (QLW) programs.

## **THE QUALITY OF LIFE AT WORK**

The innovation in labor relations and the new form of worker participation facing of these innovations allows them to participate more in business decisions, proposing questions about how work could influence the well-being in the worker's life and the improvement of business performance (Pessoa & Nascimento, 2010).

Marcellino (1999) and Bramante (1992) insert the issue of quality of life in the relationship with leisure. According to the authors, the playful experiences provided by leisure in the company can generate satisfaction for the workers, besides contributing to their personal and social development. Strategically, companies are going to treat leisure-related issues as QLW, aimed at the full development of corporate human resources and to establish new relationships between worker and company.

Marcellino (2005) emphasizes, in this context, the opposition between leisure and work, pointing out that this relationship places leisure as a conquest of its deprivations by work. Following a functionalist perspective, leisure would be responsible for compensating the dissatisfactions experienced in the daily work routine, a guideline often emphasized in the Quality of Life at Work programs.

Tomaz et al. (2016) state that in order to develop QWL programs, companies must think about building a friendlier work environment and, therefore, the projects to be developed must take into account the worker's self-esteem, the income compatible with people's needs, the balance between work and leisure, the pride of belonging to the group and the company, as well as the possibility of professional and personal growth.

Hu et al. (2020) studied leisure activities out of work in a group of workers for seven days and compared it to another group non-participant in these activities. They concluded leisure activities have been associated with benefits to workers' overall well-being, causing satisfaction to them during their leisure experiences. Participants in the leisure activity intervention reported high levels of life satisfaction compared to non-participants. The leisure activity intervention had practical implications for companies, providing insight into how they can improve workers' well-being through engagement in leisure activities.

For this reason, one cannot stop thinking about QWL when researching leisure in the company, taking into account the workers' perception of leisure importance of improving their quality of life inside and outside of work.

## **LEISURE STUDIES IN COMPANY**

The context of the aim proposed by this research, the theme leisure and company was investigated in different databases contemplate mainly publications in English language - EBSCO, Scielo, CAPES, Google Scholar and World Leisure Congress, being possible to identify only two publications related to the theme. One of them, from Taiwan, is authored by Jo-Hui et al. (2013), and the other, by authors Mansour & Tremblay (2016), published in Canada, which followed the same techniques as Taiwan. For the authors, the leisure-based benefit policies offered by the company are a way to satisfy the leisure demands coming from the workers, also running as a resource to moderate conflicts and work pressures.

According to the search for Brazilian publications, several works can be listed. Sá (2007) has studied leisure offered by companies as a human resources tool and its advantages and benefits, both for the organization and for the worker, but established only thru the managers' point of view. Maciel (2009), likewise, interviewed business managers, who stated leisure can bring benefits to the company and to the worker. Boriczkeski (2009) has studied workers who took part in the company's leisure activities and concluded that they considered the activities offered as a leisure option. Considering leisure and company in Brazil, but working in another way that is not exactly linked to the object of this research, but strengthens the relations between leisure and work, some authors who support this debate can be mentioned: Aguiar (2000) and Cury (2006), who understand leisure used as a strategic business tool, and Marcellino (1999), who explains leisure relations in the company generating reflections in a contemporary context.

The research justified will then analyze leisure actions offered by a company/association in the dimension of the individual that experiences them. Therefore, the thought of studying leisure programs offered by a large Brazilian Energy Company, developed by it together with its Recreational Association, emerged.

This work aims to contribute both to the study of human resource relations, as well as to the understanding of leisure in the view of workers who live the experiences offered by a large company. The importance for the academy is then observed, as it helps to enrich, not only the discussions related to the strategic administration of human resources, but mainly, the leisure studies, as an underexplored field so far, regarding the inter-relationship between leisure and company in the workers' point of view.

## **METHODOLOGICAL PROCEDURES**

The research work presented here is based on a case study carried out with employees of a large Brazilian Energy Company located in Minas Gerais (Company), who are associated to its Recreational Association (Association). The purpose of this work was to analyze the perception of the associated workers regarding the leisure activities offered by this Association and by the Company. Association's mission is based on developing leisure programs aligned to the Company's strategies, in line with the company's mission and values. The choice for this Association was due to its ease of access and openness to the researcher for the development of the work. Another fact that encouraged the choice was the previous knowledge observed through published business reports, which highlights the development of leisure programs in the Company/Association, and, finally, through research previously conducted (author, 2007), which verified the offer of leisure programs for their employees, within the strategies of their human resources management.

The Association was created with the purpose of developing leisure, culture, sports and tourism activities, providing well-being and quality of life to its members. A large infrastructure of leisure spaces and equipment, the largest of which is in the metropolitan area of Belo Horizonte, the state capital, is available to its members, and it also has spaces and equipment in several cities throughout the State of Minas Gerais. As presented on the Association's website, its activities, therefore, cover the entire area of Minas Gerais (586,514 km<sup>2</sup> - 21 million inhabitants) where the Company has the concession to explore of power energy services to its consumers.

According to the characteristics of the studied population and the proposed aim, the chosen type of research was descriptive, taking a quantitative approach. The instrument selected to collect information was the online questionnaire, containing open and close-ended questions. The research sample would be obtained through individuals who returned the completed questionnaire by a pre-established date. A total of 110 respondents returned the

questionnaire. This indicates, in statistics, a 90% confidence level, meaning that the sample of respondents in the chosen confidence interval has the probability of adequately representing the surveyed population by up to 90%, which is quite representative, since the population concerns 613 individuals spread throughout the State of Minas Gerais. The confidence interval is an estimated interval of a population that one wants to research some parameter and the degree of confidence that the estimates of this parameter are likely to occur in this interval.

Table 1 will summarize, neatly, the methodological trajectory followed by the investigation:

Table 1 - Methodological Trajectory

<b>Procedures</b>	<b>Methodological Choices</b>
1. Type of research considering the aim and approach to the problem	Descriptive Quantitative Research
2. Unit of Analysis	Association/Company
3. Survey population	Association members in the State of Minas Gerais who are active Company workers and had an updated e-mail in the Association's registry. Population of 613 workers
4. Survey Sample	Survey respondents - 110 individuals
5. Research Methods	Survey Case Study
6. Collection Instrument	Open and closed-ended questionnaire
7. Information Analysis	Analysis of results performed thru statistical references. Descriptions and conclusions based on the observed evidence by the survey given



	answers
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Source: Elaborated by the authors

It is important to state the research protocol was previously approved by the Federal University of Minas Gerais State Research Ethics Committee, responsible for the study. The results are presented below.

## **RESULTS AND DISCUSSION**

Before presenting the results of the survey, it is important to show information about the profile of the respondents. Belo Horizonte was the city that had the largest participation of people who answered the questionnaire, having participated with 62%, followed by other cities in the state of Minas Gerais, in a smaller proportion ranging between 6% and 1% participation. Map 1 represents the survey extent of coverage within State of Minas Gerais considering its regions.

Map 1 - Distribution of the surveyed cities in State of Minas Gerais



Source: Adapted by the authors (2021)

On the gender of the respondents, it was found that 89% of the respondents are male, while only 11% are female. This discrepancy is going to show, somewhat, the company's characteristic used as the research base, where the number of female workers represented only 13% of employees at the end of 2018, according to published corporate reports.

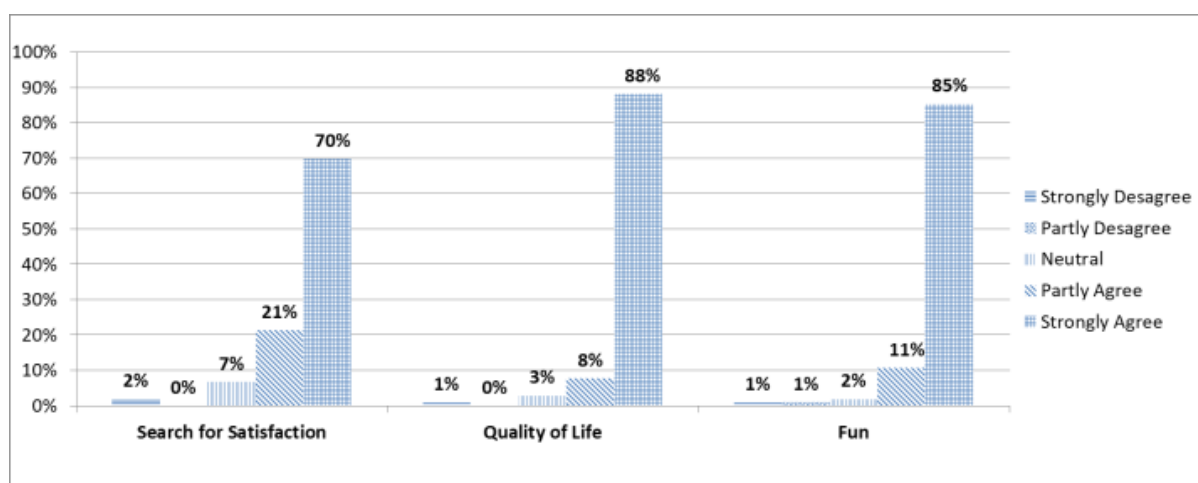
Nascimento (2018) studied the role of women in society and also their place in the company, observing the female trajectory has always been marked by submission to society, the patriarchal regime being preponderant. In the research results what is observed is precisely the representation of the discrepancy existing in the corporate world and also currently in the Brazilian society, further evidencing that even with the discussions about women's participation in society, there are still challenges to be overcome regarding gender issues. The

participation of women in business activities is projected and reaffirmed, in their presence and participation in the studied recreational association.

Another dimension researched to describe the respondents was the position they hold inside Company. Mid-level technicians were the majority of participants, reaching 56% of those surveyed. Following are upper-level workers (21%), managers (15%), and mid-level assistants add up to 7% of the participants. The job level is also going to represent salary level in the company. This classification is important for the analyses, because it shows here the leisure programs promoted by the Association are aimed at everyone, regardless of their position or salary level in the Company.

The research results show, in the perception of the workers who participated in the study, leisure is understood as fun (85%), search for satisfaction (70%) and quality of life (88%). Figure 1 represents the perception of those surveyed relating to the concept of leisure that appeared most in their answers.

Figure 1 - Leisure Concept



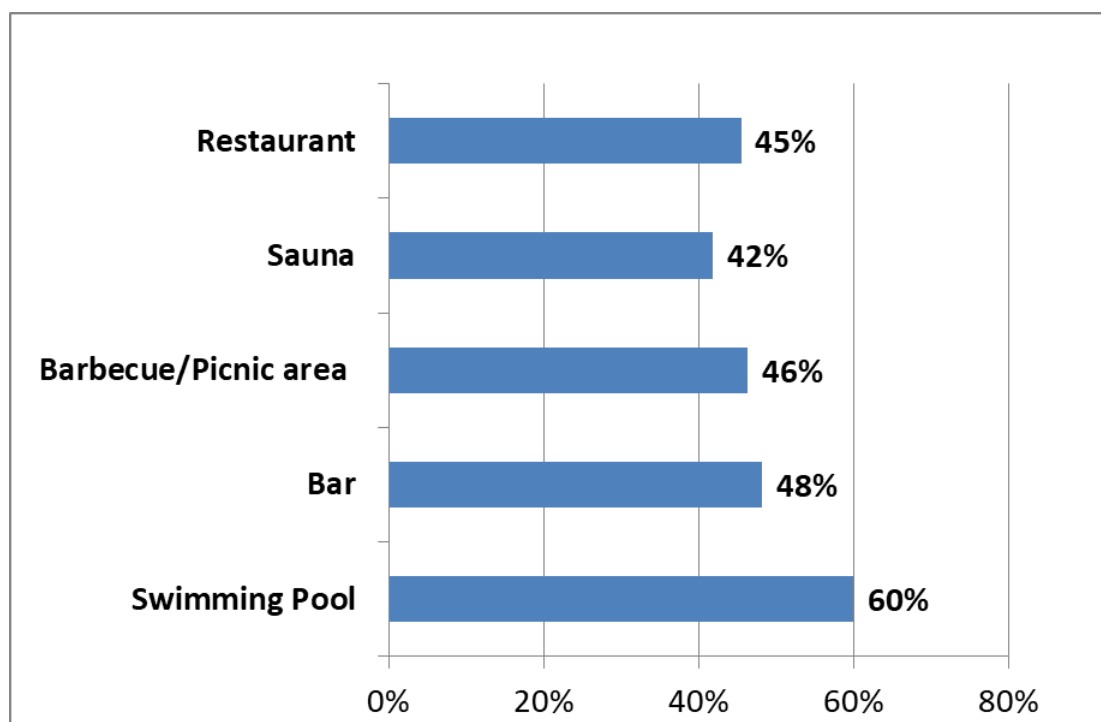
Source: Elaborated by the authors (2021)

The perception of leisure as fun can be related to the concept of leisure elaborated by Dumazedier (1979). The author presents leisure as an occupation in which the person surrenders willingly to have fun, recreation or entertainment. What it can be seen here is that most of the researched participants present the leisure offered by Association/Company based on this pillar of fun and something really present in their lives. Bramante (1992) states that playful relationships lead the individual to reach a high level of satisfaction. The great majority of respondents support this statement, according to the verified answers, because they perceive leisure as fun and satisfaction.

For Minayo et al. (2000) leisure as quality of life considers several basic elements of life, including work and leisure, and can provide comfort and personal and collective fulfillment. Thereafter, leisure and work participate as a construct of the individual's quality of life. The research shows the worker can guarantee his work in the company, and the company, through its recreational association, developing leisure programs for its workers, stimulates the perception of the person's quality of life. In other words, leisure as one of the forming elements of this quality of life, including here the quality of work life.

About the leisure spaces used for the workers' leisure experiences, offered by the Association and the Company, the swimming pool stands out as the preferred space for 60% of the respondents, followed by the bar (48%), barbecue/picnic area (46%), restaurant (45%), and sauna (42%). Other spaces are also perceived as leisure spaces, but at a frequency of low significance. Figure 2 shows the frequency of responses about the spaces used for leisure.

Figure 2 - Main Spaces Used for Leisure



Source: Elaborated by the authors (2021)

The swimming pool, as a highlight among the most used spaces, is always considered an attraction related to culture of leisure in recreational clubs in Minas Gerais. As Santiago & Tahara (2006) point out, the use of aquatic environments is not exclusive to contemporary times. Since ancient times, aquatic spaces have been used by humankind as a form of relaxation or as a space for personal satisfaction, as in India, more than 5 thousand years ago, and also in ancient Rome.

Regarding the choice of bar as a place of leisure, the second space indicated as the most used by the respondents, one can noticed a connection to leisure experiences according Brazilian culture since they use the bar as an environment where one can explore diverse cultural interests, being also a space for fun and entertainment (Barral, 2012).

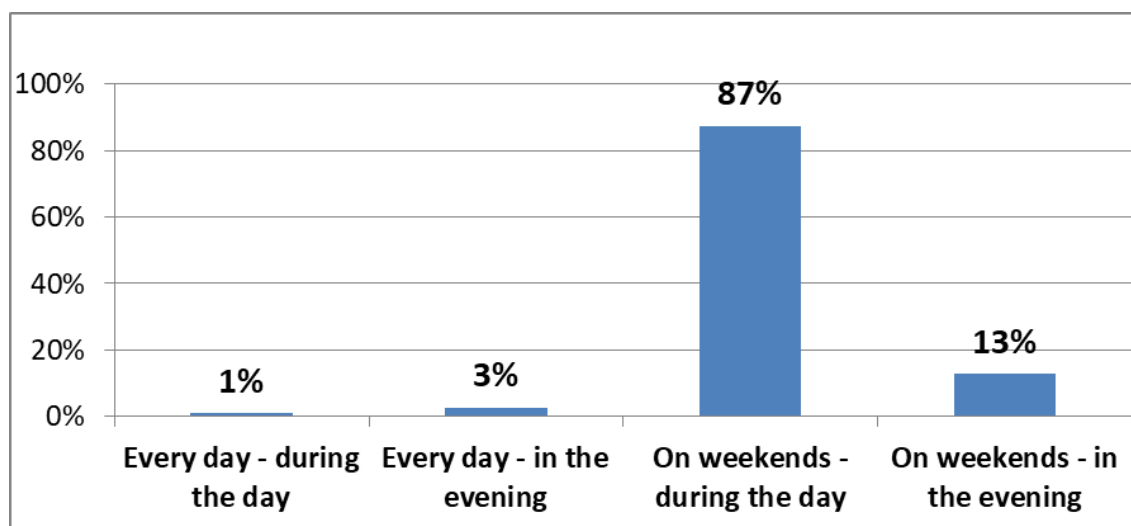
Related to the barbecue space and also the restaurant, one can notice another cultural characteristic present in the choice of spaces. In Minas Gerais, the commensality practices provided by barbecues and restaurants are cultural values present and considered as social

practices and leisure experiences in society. The result of the survey affirms this cultural feature when analyzing the choice of these leisure spaces by the respondents.

Concerning for the sauna, this is perceived as a space for leisure, relaxation and well-being since ancient times, according to Talebipour et al. (2006). The sauna is also used in rituals to reach a balance between body, spirit, emotion, and mind. Pantaleão (2019) clarifies when the body is brought to a process of intense heat, in a serene and quiet environment, it creates chaos, and the liquids present in the body react to this stimulus. After the chaos comes to the transformation, in order to achieve a balance for body, spirit, and mind, leaving the person serene and more peaceful. Thus, it comes the feeling of lightness and rest, after a sauna session. This helps explain the choice of the sauna as a leisure space for workers, the sauna can work as a factor of transformation and balance for these people who frequent it.

Regarding the most frequent days and times using leisure spaces, 87% of the workers do it on weekends, during the day. The Association has its own sites for the development of leisure activities, allowing their use to be more concentrated on weekends when workers go to the sites. Lima et al. (2013) affirm the site's distance is directly linked to the frequency of leisure experiences in the available environments. Therefore, as the leisure places are specific, people will concentrate the weekends to go there to use them. Relating to the weekends at night, 13% of the workers use the leisure spaces on these days and times, possibly because of the same reasons: time and distance. Figure 3 shows the most frequent days and times using leisure spaces by workers.

Figure 3 – Frequency using leisure spaces



Source: Elaborated by the authors (2021)

Concerning the perception of differentiation between hierarchical positions for the use of leisure spaces and activities, it was verified the great majority does not perceive a distinction, and 97% considered it non-existent. However, despite the fact the great majority understand it; it can highlighted the 3% who answered positively may feel excluded due to invisible barriers, or due to lack of freedom, as a result of the hierarchical systems present in the companies.

Regarding the actions or leisure activities offered by the Association and the Company in which people have participated or do participate, the most significant appearing in the answers were the June Festival, with 57% of people having already participated, followed by celebration parties (festival) (51%), end of the year party (38%), sports games (34%) and music shows with 32% of participation. Other actions or activities registered in the question were not very significant in the answers.

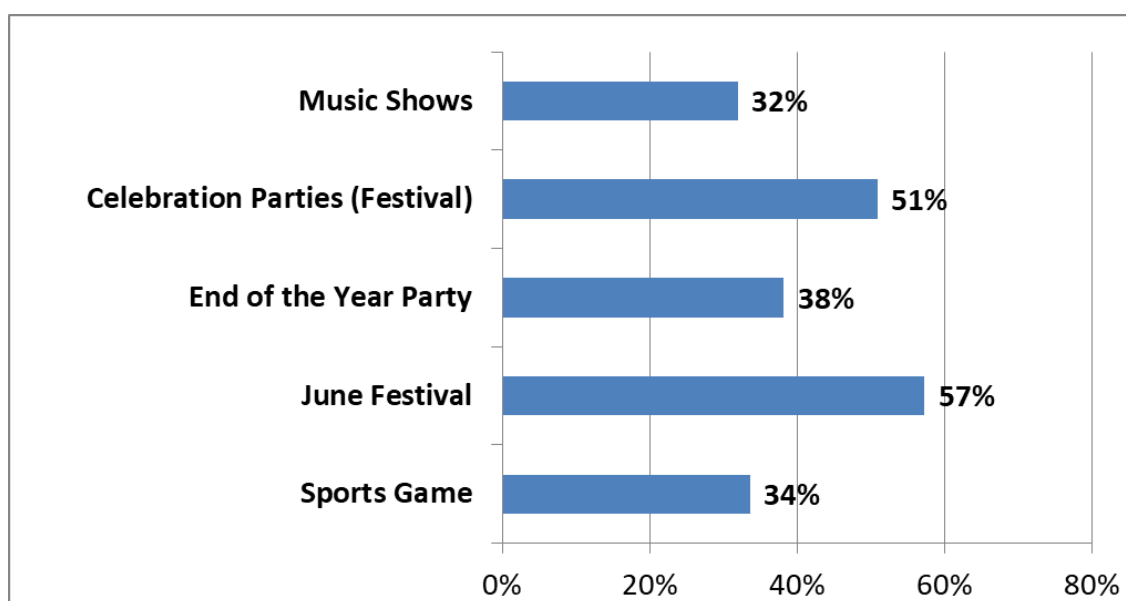
Bueno (2008) sustains that community parties open space in society and represent a privileged configuration to experience leisure, since it strengthens and nurtures social relationships, besides creating a climate of relaxation. Soares & Debortoli (2019) emphasize that the party allows contact between the diversity of people and their multicultural relationships, building a process in which people can put themselves in the role of the other in

a relationship of otherness. It is very likely that these perspectives are present in the leisure events highlighted by the survey volunteers.

It is important to highlight that several activities offered by the Association are in line with the strategic actions of the Company, relating leisure as a management tool of its human resources and meaning a new way of perceiving the labor relations between the Company and its employees (Sá, 2020). The Company's support to leisure events and actions provided by the Association, even the very business actions planned by the Company and conducted by its Association, show an advancement of the labor relations within the company.

Figure 4 indicates the main leisure actions and activities in which workers participate in or have already participated in.

Figure 4 - Leisure actions or activities made available by Association/Company in which the workers participate in or have participated in



Source: Elaborated by the authors (2021)

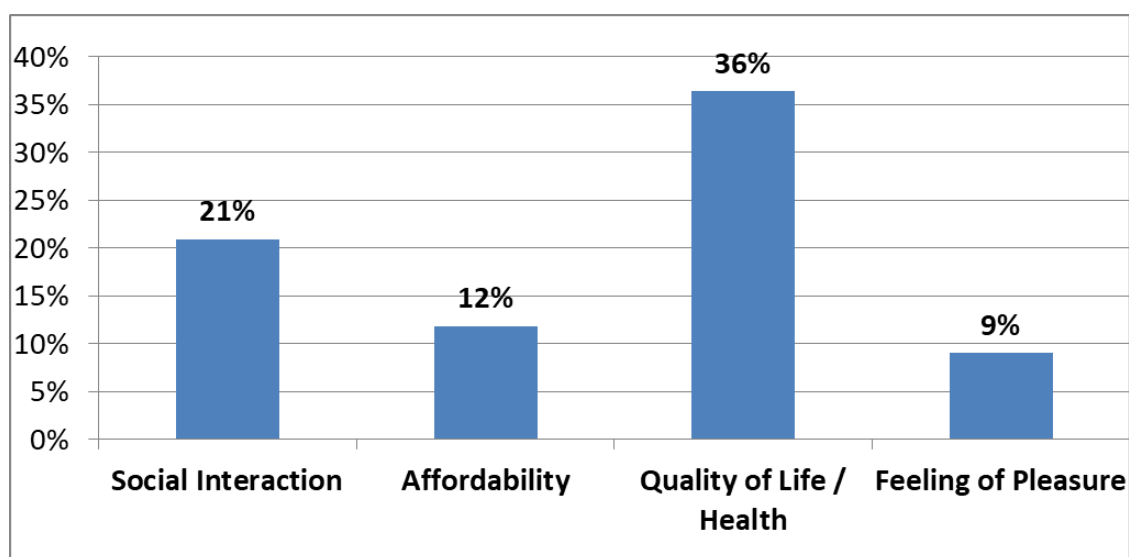
The main benefit perceived by workers in participating in leisure programs is related to the quality of life and health (36%) and social interaction with 21%, considering financial affordability (12%) and feeling of pleasure (9%) slightly less significant results, but not least



(Figure 5 below). What is perceived is the concern with health and leisure adding value to help these issues related to. Quality of life is understood and is closely linked to the development of leisure programs. Aguiar & Bonini (2015) reaffirm that leisure has an important meaning in the worker's quality of life considering its multidimensionality. Affordability and sense of pleasure appearing as benefits recognized by workers, are also directly linked to the issue of quality of life because allows a relationship between that dimensions.

Figure 5 presents the main results considering the benefits recognized by the workers about the Association/Company's leisure offer.

Figure 5 - Main motivation/benefit of participating in the actions and leisure activities promoted by Association/Company



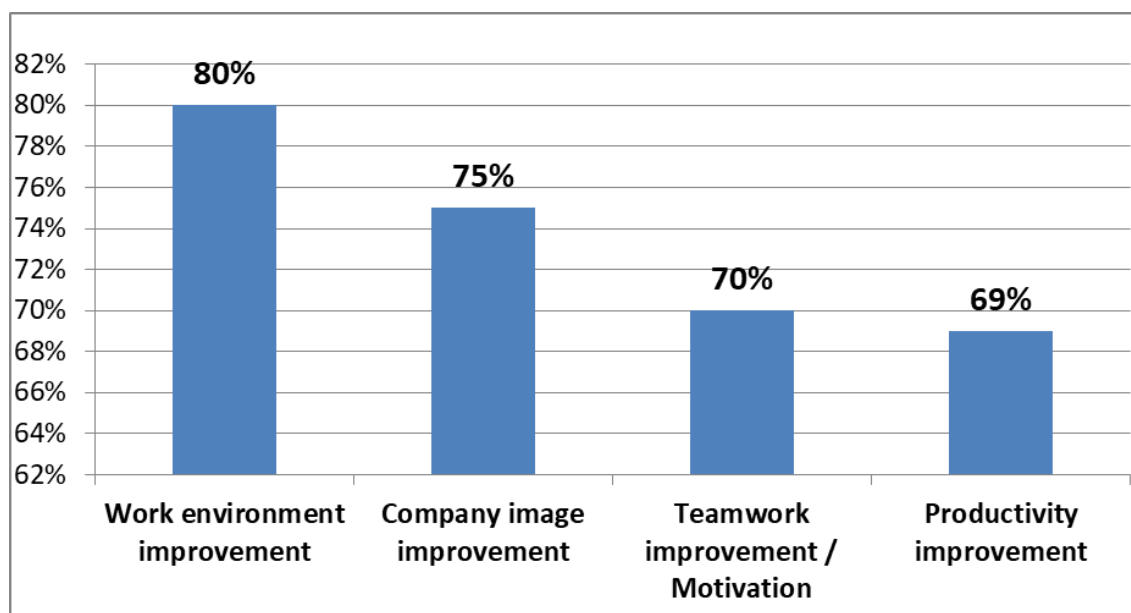
Source: Elaborated by the authors (2021)]

Regarding the benefits the company can achieve by offering leisure spaces and programs for its employees, the workers' perception indicates the main advantage is centered on the improvement of the work environment, where 80% agree with the statement. Related

to the improvement of the company's image, 75% agree that the leisure programs help in this, while 70% perceive there is a greater motivation for work and improvement in teamwork. It can be seen 69% of the respondents also understand these actions make it possible to increase business productivity.

Figure 6 points out the benefits in the worker's perception, achieved by the Association/Company by offering leisure programs to employees.

Figure 6 - Benefits for the company from the worker's point of view



Source: Elaborated by the authors (2021)

Sá (2007) considers the company using leisure as a strategic tool for its human resources understanding this leisure brings improvement to the company related to its productivity and corporate image, which is perceived by employees, according to the verified answers. In this way, the employee perceives and recognizes that he/she obtains advantages with the leisure programs offered by the company, but he/she is also aware the company using

it in a functional and utilitarian manner obtaining advantages over its human resources and also relating it to the corporate strategy.

Concerning the formal evaluation process of leisure programs offered, 63% of the respondents say there is no formal evaluation of leisure activities and actions. On the other hand, 22% say they evaluate informally, sending suggestions by e-mail or talking to those in charge of the programs, and 11% say they participate in satisfaction surveys carried out by the Association. What can be noticed is if there really is some evaluation of the actions, it should be formally performed, because it is not perceived by the vast majority of respondents. Gomes & Pinto (2009) clarify the right to leisure is a right of the individual who has the experience. If a company and its association offer leisure programs, for it to be truly considered as a citizen's right, the citizen must have the opportunity to give his/her opinion, evaluating and choosing what best suits their groups. After all, as the authors complement, the right presupposes own opinions and, therefore, the prerogative of evaluation by the participants so that they consider their right fulfilled and freely constituted.

The study also verified the main limitations, i.e., the barriers that hinder the participation of individuals in the leisure programs offered by the Association/Company. It is important to check the perception of respondents regarding the limitations of participation in leisure programs, since this may inhibit the individuals exercising their right to leisure and dedicating their free time to the actions and activities offered by their recreational Association.

The main perceived limitation and barrier is related to the distance from home, in which 50% of the respondents listed such a problem. The lack of time to participate in leisure activities is perceived by 45% of the individuals and the type of programs and activities offered do not interest the individuals also reaches 45% of the respondents. This last

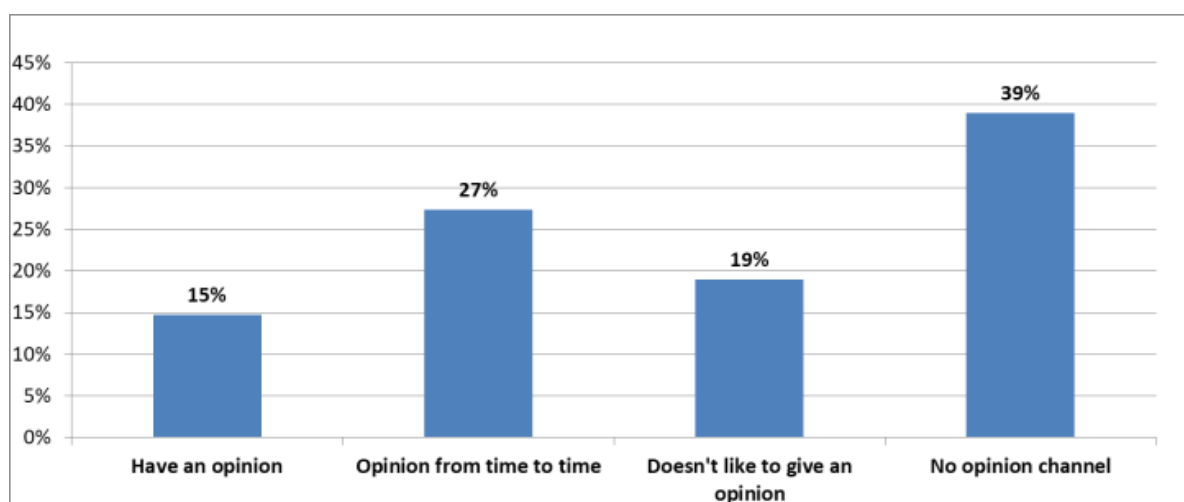
trouble may represent a lack of participation and/or continuous evaluation on the part of the individuals with regarding the formulation of programs offered by the Association/Company.

Highlighting the limitation (many respondents recognized it) related to the difficulty of participating in leisure activities and programs because of the distance from home. The opportunity to access leisure is a conditioning factor for cultural experiences. As a result, access should not be a hindrance for the subject to be able experiencing leisure, as stated by Bramante (1998). Marcellino (1996) also adds the time available and the access to leisure spaces, besides the economic factor, are barriers for leisure experiences to occur, which was corroborated by the workers' answers.

The respondents also consider the offer of leisure activities does not include their preferences and interests and, therefore, represents a restriction participating in leisure programs. The possibility of personal choice is a fundamental aspect of leisure (Dumazedier, 1979), and this is directly related to the ability of having cultural experiences considering the main interests of the group (Gomes, 2014).

As verified, a large part of the respondents affirm there is no formal evaluation of the programs. Nor do they have an opinion or have a formal channel generating the opportunity evaluating the leisure programs offered, as shown in Figure 7.

Figure 7 - Opinion on the formulation of actions, spaces and leisure activities developed by  
Association/Company



Source: Elaborated by the authors (2021)

Only 15% of the respondents declare they have an opinion about the formulation of leisure programs, while 39% perceive there is no opinion channel for them express themselves. It is important to point out for the best effectiveness of an instituted program, it must be formally evaluated and, besides that, the construction based on formal evaluation and opinion related what has been experienced can help in the joint construction ensuring of choice by the individual.

Marcellino (1999) emphasizes people must be participant and not merely a passive component and consumer of something previously formulated by others. His/her voice must be heard ensuring a joint construction. Gomes & Pinto (2009) clarify for leisure actions to have an effect that causes satisfaction in the individual, they must consider the cultural dimension of that person. For this, their opinion and interests should be considered regarding what satisfies them, even if it is a program offered by a company with certain goals. It should not be forgotten that people develop from the moment they build together, thus they will be able to assure a true right in face of the deficient public policies developed in this area.

## CONCLUSION

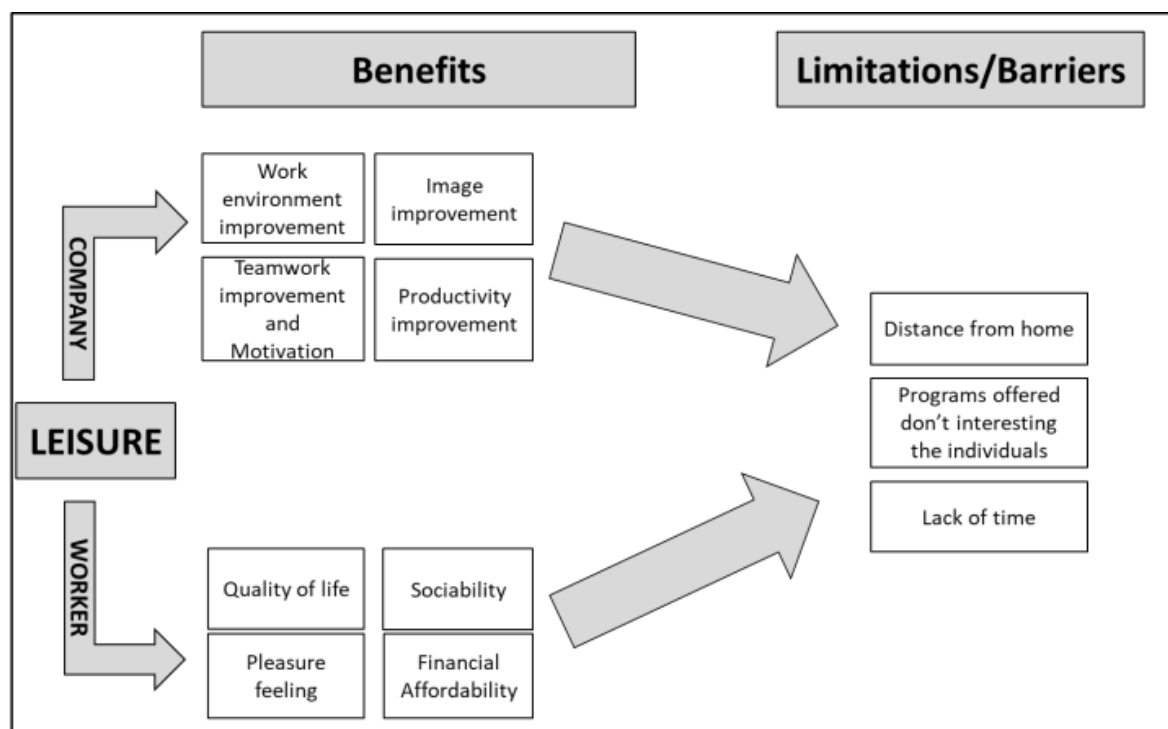
According to Rueda et al. (2014), companies develop policies for managing their human resources in order to promote improvements in workforce skills, in addition to seeking a competitive edge, and leisure can be part of this process. Considering this premise, the present study sought to investigate the perception of the Company workers regarding the leisure offered to employees who are part of its Recreational Association, as well as identifying the limits and possibilities of this leisure for individuals.

Human resources practices offering leisure benefits contribute to socialization at work and outside of it. Leisure, as part of the quality of life, brings to an increase in the degree of individual satisfaction reaching several dimensions about the individual's life. Consequently, it is easier leading to personal and also professional development, once the experiences are also related to the work environment, therefore, connected to the quality of life in this space.

In conclusion, the results of the research show the workers who participated in the investigation understand leisure as fun and quality of life, bringing as a benefit the social interaction and the improvement of their own quality of life and health. These individuals perceive there is a level of satisfaction in their experience of leisure in the company and participate mainly in the activities related to the popular festivals promoted by Association/Company. The barriers in participating in leisure activities are related to the distance from home, the time available, and the lack of options for enjoyable activities aimed at participants.

Figure 8 shows the scheme of the research outcome considering the leisure benefits and limitations in the company in the perception of the Company's workers, associated with its Recreational Association.

Figure 8 - Benefits and limitations of Leisure for workers



Source: Elaborated by the authors (2021)

It can be observed, on one side, the leisure used by the Company as a strategic instrument of human resources and the benefits they bring to it, in workers' perception. On the other hand, the Figure 8 shows how the leisure programs offered by the Company are perceived by the workers, relating to the main benefits they bring to these individuals. The Figure 8, above, also shows the limitations perceived by the workers in their leisure experiences. Many of these limitations could be mitigated, by simple actions of the Association/Company, if they used formal instruments of evaluation and channels of workers' opinions it would allow a more participative construction regarding leisure programs offered. This way, it would make it possible to expand even more the benefits arising from the leisure programs offered, allowing the development of these individuals in a full way and the exercise of their citizenship.

It is important to highlight the results of this research indicate a trend placing the worker as a conscious individual of his/her choices, using the benefits offered by the company according to what they want for themselves. We can see, very clear, an improvement in work relations and, as a result, the possibility of intellectual and critical development of these workers who experience the actions promoted by their Company.

In spite of the fact that research has a limitation because it was developed as a study of only one specific case, it brings many subsidies and gains for leisure studies, since it demonstrates leisure developed by a business institution also becomes an option for leisure experience for the worker, who with a certain critical view, is able to perceive and recognize the benefits that such a program brings to the company, but in the same way, it also allows his/her development as an individual and as a citizen.

Finally, it is important to mention that the understanding of the relationship between company and worker, based on leisure studies, as a deliberate policy related to the management of people in a company, brings enrichment both to the area of leisure studies and to the studies related to the business strategy of human resources. Regarding the area of leisure studies, it is possible to verify how the worker of a company establishing policies related to the theme, sees his time conquered for the leisure offered by it. Regarding to the human resources strategy, the contribution to the area is verified when the company is able to discover leisure as an instrument capable of improving working relationships with its group of employees.

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