



HOSPITALITY AND THE QUALITY OF LIFE AND WORK OF PUBLIC SECURITY PROFESSIONALS

A HOSPITALIDADE E A QUALIDADE DE VIDA E TRABALHO DO PROFISSIONAL DE SEGURANÇA PÚBLICA

LA HOSPITALIDAD Y LA CALIDAD DE VIDA Y DE TRABAJO DEL PROFESIONAL DE SEGURIDAD PÚBLICA

EDMILTON RICARDO EMANUEL MARQUES DOS REIS¹
WILQUERSON FELIZARDO SANDES²

ABSTRACT

When the Military Police of Bahia (PMBA), in the 1990s, adopted the strategy of leasing residential properties to install Operational Units, the spaces necessary for administrative and operational routines were adapted to this new reality. In this article, we will theoretically discuss the hospitality of the barracks and environmental management, as well as their influences on the quality of life and work of the Military Police officer, based on the study of the lodging quarters as a site for character transition and social interaction. We discuss the individual within the environment, management and hospitality, health and quality of life, national public safety policy, and the regulatory norms governing these environments within building installations. The problem lies in the conditions of dignity within the lodging environments, the appreciation of the public safety agent, and the influence of this adapted environment on the behavior of the Military Police officer. The hypotheses raised are that there is a relationship between the physical installations of the lodgings and the behavior of the public safety agent; that when the facilities offer dignity and value the agent, the service provided is of

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¹ Lieutenant Colonel of the Military Police of the State of Bahia. Graduate student in the Master's Program at the Federal University of Goiás. Contact e-mail: edmilton_reis@discente.ufg.br. CV: <http://lattes.cnpq.br/7598105209277815>. ORCID: <https://orcid.org/0009-0009-0002-6837>.

² Holds a Ph.D. in Education from the State University of Campinas and a Master's degree in Education from the Federal University of Mato Grosso. Holds a Bachelor's degree in Business Administration from UFMT and a Licentiate degree in Physical Education from the Army School of Physical Education (ESEFEx). Faculty member of the Graduate Program (Master's Degree) at the Federal University of Goiás and Professor at the State University of Goiás. Contact e-mail: wilquersonsandes@uol.com.br. CV: <http://lattes.cnpq.br/8263341789855188>. ORCID: <https://orcid.org/0000-0002-0540-0324>.



higher quality; and to the extent that environmental conditions result in dignity and appreciation, they do not generate suffering or illness. The objectives are to identify in the literature the influence of the environment on the quality of life and work, identify how the physical work environment influences worker health, and describe the PMBA environment and management model that led to a reflection on the relationship between the work environment, health, quality of life, and the environmental factors that affect the dignity of the public safety professional and influence service delivery.

Keywords: Environmental Psychology. Hospitality. Management. QWL (Quality of Working Life). Public Safety.

RESUMO

Quando a Polícia Militar da Bahia, na década de 1990, adotou a estratégia de locar imóveis residenciais para instalar Unidades Operacionais, os espaços necessários à dinâmica da rotina administrativa e operacional foram adaptados à nova realidade. Neste artigo iremos discutir teoricamente a hospitalidade do aquartelamento e a gestão do ambiente e as influências na qualidade de vida e trabalho do servidor Policial Militar diante dessa nova realidade a partir do estudo do alojamento como local de troca de personagem e de interação social. Discutimos no texto o indivíduo no ambiente, a gestão e a hospitalidade, saúde e qualidade de vida, a política nacional de segurança pública e as normas regulamentadoras para a existência desses ambientes nas instalações prediais. O problema apresenta-se nas condições de dignidade do ambiente dos alojamentos, a valorização do agente de segurança pública e a influência desse ambiente adaptado sobre o comportamento do servidor Policial Militar. As hipóteses levantadas são que há relação entre as instalações físicas dos alojamentos e o comportamento do agente de segurança pública, que quando as instalações oferecem dignidade e valorizam o agente de segurança pública a prestação do serviço é de melhor qualidade e na medida em que as condições ambientais resultam em dignidade e valorização, não geram sofrimento nem adoecimento. Os objetivos almejados são identificar na literatura a influência do ambiente na qualidade de vida e trabalho, identificar o modo como o ambiente físico de trabalho influencia na saúde do trabalhador, descrever o ambiente e modelo de gestão da PMBA que resultou na reflexão sobre a relação entre o ambiente de trabalho, a saúde e qualidade de vida e os fatores ambientais que afetam a dignidade do profissional de segurança pública e influenciam a prestação do serviço.

Palavras-chave: Psicologia ambiental. Hospitalidade. Gestão. QVT (Qualidade de Vida no Trabalho). Segurança pública.

RESUMEN

Cuando la Policía Militar de Bahía, en la década de 1990, adoptó la estrategia de alquilar inmuebles residenciales para instalar Unidades Operativas, los espacios necesarios para la dinámica de la rutina administrativa y operativa fueron adaptados a esta nueva realidad. En este artículo, discutiremos teóricamente la hospitalidad del acuartelamiento y la gestión del ambiente, así como las influencias en la calidad de vida y trabajo del servidor Policial Militar ante esta nueva realidad, a partir del estudio del alojamiento como lugar de cambio de personaje y de interacción social. Discutimos en el texto el individuo en el ambiente, la gestión y la hospitalidad, la salud y la calidad de vida, la política nacional de seguridad pública y las normas reguladoras para la existencia de estos ambientes en las instalaciones de los edificios. El problema se presenta en las condiciones de dignidad del ambiente de los alojamentos, la valoración del agente de seguridad pública y la influencia de este ambiente adaptado sobre el comportamiento del servidor Policial Militar. Las hipótesis planteadas son que



existe una relación entre las instalaciones físicas de los alojamientos y el comportamiento del agente de seguridad pública; que cuando las instalaciones ofrecen dignidad y valoran al agente de seguridad pública, la prestación del servicio es de mejor calidad; y en la medida en que las condiciones ambientales resultan en dignidad y valoración, no generan sufrimiento ni enfermedad. Los objetivos planteados son identificar en la literatura la influencia del ambiente en la calidad de vida y trabajo, identificar el modo en que el ambiente físico de trabajo influye en la salud del trabajador, describir el ambiente y el modelo de gestión de la PMBA que resultó en la reflexión sobre la relación entre el ambiente de trabajo, la salud y la calidad de vida, y los factores ambientales que afectan la dignidad del profesional de seguridad pública e influyen en la prestación del servicio.

Palabras clave: Psicología ambiental. Hospitalidad. Gestión. CVT. Seguridad pública.

INTRODUCTION

Since the late 1990s, the Military Police of Bahia (PMBA) has been adapting properties—typically large residential houses—to house its units, primarily the Military Police Operational Units (UOPM). These properties, originally built for residential purposes, were required to have sufficient divisions to enable administrative functioning, in addition to other support spaces for operational dynamics as determined by the Institution's Organizational Chart (contained in Ordinance No. 070 - CG/15/2015), such as the armory, the supply warehouse, and the lodging quarters.

The environment of the lodging quarters within the UOPM barracks is the object of our study. The lodgings are divided between those for Officers (managers) and those for Enlisted personnel (operators), separated by biological gender, and are distinguished by allowing coexistence and social interaction freer from the control of hierarchical superiors. The purpose of the lodgings is for changing clothes at the beginning and end of the shift, storing personal and hygiene items, and providing rest for the military police officers.

The expectation of such an adapted property is that it meets the minimum conditions for the agent to prepare for their activities. The problem then arises: are there conditions of dignity within the lodging environment? To what extent is the Military Police officer valued based on these conditions? Does this environment, adapted to serve as a barracks, exert influence on the behavior of this agent to the point of reflecting on their health, quality of life, and the quality of their service delivery?

The perception of the appreciation and care of these spaces leads us to the following hypotheses: the quality of service delivery is entirely dissociated from the conditions offered by the environment; when the facilities offer these conditions to the Military Police officer, the service

delivery is of better quality; and when environmental conditions offer dignity and appreciation, they do not generate suffering or illness and reflect favorably on the quality of work.

The entire text is a reflection on the relationship between the work environment, health, quality of life, and the environmental factors that affect the dignity of the public safety professional and influence service delivery. We seek what the literature says regarding the influence of the environment on the quality of life and work, and we identify how the physical work environment influences the health of the worker. Succinctly, the environment and the management model of the PMBA were described.

1 CARE FOR THE PHYSICAL ENVIRONMENT

The Military Police officer, as both a citizen and a public service professional, has the right to a clean, sanitized, maintained, and organized work environment in which they can prepare to begin their workday. To some extent, it is as if this professional were utilizing the services of a collective room — a hostel, for example — changing only the purposes, while swapping common attire for that of a service provider.

For this environment to be better compared in quality to a hostel room, the participation of the Operational Unit (UOPM) management is a fundamental point. Their actions, especially regarding logistics and hospitality, make these environments pleasant, influencing factors that generate satisfaction and motivation.

Salles (2008) explains that hospitality is the art of welcoming and receiving people well. It is an interdisciplinary field of knowledge whose thematic axes include events, education, religion, leisure, hospital hotel services, hospitality, lodging means, heritage, tourism, and catering, among others. In turn, Severini (2013) complements this by stating that there are two agents of hospitality: the host and the guest, the former being the one who receives and the latter being the one who is received. The spaces in which hospitality is exercised are the domestic (the home), the commercial (the hotel), and the public (the city), the author adds.

Based on Severini (2013), what characterizes the domestic space is the set of rules and ceremonies that must be observed, such as the length of stay, the clear definition of who the host is and who the visitor or guest is, or even access to certain rooms like the host's bedroom or taking objects from cabinets or the refrigerator without prior consent.

The commercial sphere, characterized by fewer formalities and rituals, is associated with the hotel industry. According to Severini (2013), the hotel owner is often represented by the figure of the

manager, just as the tourist is represented by the guest. The space of commercial hospitality is standardized and adapted to receive all types of guests for a predetermined period. Here, one does not see the personalization of the space to serve the guest, nor the proximity between host and visitor.

Hospitality in the work environment manifests in how employees are treated, the attention given to their needs, and the creation of a climate of trust and collaboration. When attempting to categorize the lodging quarters according to the definitions by Severini (2013), it was naturally not possible to do so easily. These difficulties are of three types: conceptual, organizational, and spatial.

The conceptual difficulty lies in the fact that the theme of hospitality is not addressed in the military environment. From an organizational standpoint, the difficulty lies in classifying military police officers as either hosts or visitors, since everyone, in some way, occupies both roles. Finally, the third difficulty is present in the classification of the lodging itself. Is it a domestic space because the professional belongs to the Unit's personnel, or is it a commercial space due to the temporary nature of their stay?

The concepts presented by Severini (2013) allowed for the creation and framing of the lodgings as a hybrid space, with more characteristics of a domestic space regarding usage rules and the rites of coexistence among the individuals who use it, and between them and the managers. Regarding management, the lodging more closely resembles a commercial space because the UOPM managers are directly responsible for the maintenance of the space, preserving it to offer conditions of habitability with dignity.

The administration of the barracks environment, particularly the lodging, is an administrative act that goes beyond technique. It must be supported by Mauss's (2005) idea of the "gift" or "donation." In other words, the hospitality manifested in the preparation, maintenance, and conservation of the space is essential so that the Military Police officer, as a guest or user, feels valued, welcomed, and well-treated, and in turn, offers the same care received back to the barracks, the lodging, and ultimately, to the citizen who uses their services.

It is important to highlight two conclusive points in the context of the statements above. In this relationship between people and the environment, one observes Kant's categorical imperative as cited by Dalsotto and Camati (2013), namely:

We must act as if our maxim could become a law for every rational being, so that, as Paton states in *The Categorical Imperative*, the use of the formula "act as if" places us "imaginatively in the position of Creator and assuming that we are constructing a natural world of which we ourselves are a part" (Paton, 1971, p. 146). The Kantian concern is with the *ought-to-be*, with what should happen and not with what actually happens (Dalsotto; Camati, 2013, p. 3).

The individual's action is supported by an irresistible and strong moral component that makes them act in such a way that this acting can be transformed into a norm and all of humanity should repeat it. Therefore, the hospitality practiced by the barracks management must be based on giving the best possible to the users of the lodgings, to the point that this management practice becomes a norm or is copied by other managers.

In return, the Military Police officer, within this same conceptual framework, must receive the gift bestowed upon them and reciprocate it. This act of retribution also aligns with Kantian thought. It is imperative that gestures of gratitude be returned, whether to the management or to the citizen.

The second point derives from the Broken Windows Theory, developed by George Kelling and James Wilson in 1982, which postulates that disorder and lack of care in an environment can lead to criminality and the deterioration of quality of life. When a space is neglected, it conveys to people the feeling that they do not need to be attentive and zealous, or further, that they may vandalize it, as it is a behavior accepted by others who frequent the place, an act that will not generate any reprimand. "The theory concludes that abandonment and lack of care are the true precursors of incivility, disorder, and, consequently, crimes. It values the importance of the environment over the individual regarding social behavior" (Guedes, 2019, p. 5).

In the work environment, this theory can be applied to show how the lack of care for the physical space, disorganization, and lack of respect among employees can generate a climate of demotivation, stress, and even violence. The barracks management, therefore, has a fundamental role in the organization, care, and zeal of the space.

It is necessary that the people who use this space know, through the management practices performed there, of the existence of an authority that cares about the place, to the point of looking after it, and about the frequenters, because it offers them dignity—and, it must be said, with those people who do not respect the rules, by holding them accountable for their attitudes.

By seeking to deliver a cared-for, clean, tidy, and organized space to the Military Police officer using the lodging, the manager is offering added dignity to the environment, which points toward an identification between the "I" of the manager and the "other" of the user. They will be directly ensuring that this professional has a healthy and pleasant environment, consequently pleasurable to live in, free from disputes that generate stress and suffering and, in a broad spectrum, cause illness. The dignity of the environment is a generating factor of healthy coexistence and fosters an interpersonal relationship of sound camaraderie.

The public safety professional occupies a central role in the relationship with the environment and management. However, this professional may be oblivious to their relationship with

other individuals and to the changes promoted by management in the environment. This is due to their social experiences that influence their perception, preventing them from reacting to environmental influences. This individual may even be the manager of that Unit.

2 THE INDIVIDUAL IN THE ENVIRONMENT

[...] the specificity of Environmental Psychology is to analyze how the individual evaluates and perceives the environment and, at the same time, how they are being influenced by that same environment. (Moser, 1998, p. 122).

Social and cultural dimensions are always present in the definition of environments, mediating the perception, evaluation, and attitudes of the individual toward the environment. Each person perceives, evaluates, and holds individual attitudes toward their physical and social environment. On the other hand, interrelation also means that we study the effects of this particular physical environment on human conduct. Thus, we are studying a reciprocity between person and environment. This interrelation is dynamic, both in natural and built environments. It is dynamic because individuals act upon the environment (for example, by building it), but this environment, in turn, modifies and influences human conduct. (Moser, 1998, p. 121).

This statement relates to physical or spatial limitations. However, it also concerns the rules and controls imposed on behavior. For example, aristocratic and ceremonious environments tend to be more restrictive, while popular or even domestic environments tend to be more flexible, in the sense of not requiring formalities.

The behavior of the individual in the environment also depends on how much they feel appropriate to that space and the affective relationship constructed—that is, the temporal dimension, a projection into the future and a reference to the past, as Moser (1998) affirms. In other words, this relationship with the environment may awaken positive or negative feelings—feelings that may drive them to preserve the environment if they feel nostalgia, or destroy it if the feeling is one of anger, or even idealize something to be achieved in the future within that same space.

When classifying the environment as a work environment, these reactions are no different. The individual's understanding of the environment influences their performance, generating, for example, satisfaction, frustration, or illness. The subject's awareness of the elements around them is important and significant. The care given to the work environment, as well as its organization and physical characteristics, constitutes an indicator of the degree of concern of the managers and the time dedicated to this end in the pursuit of professional satisfaction.

A healthy, competitive, and productive organization views the quality of life and work of its employees as essential. In these organizations, the person occupies a prominent place regarding, for example, the performance of tasks or their duration. Aspects such as fair remuneration and growth opportunities influence the generation of quality of life with equal intensity as social interaction and

working conditions. The organizational environment in these institutions promotes conditions of physical and moral comfort that ultimately influence the morale and performance of the employees.

However, the perception of reality by these professionals varies. Just as they may reach a favorable conclusion, it may also be unfavorable or neutral. The subject who cohabits this environment is an active part of it; if their perception becomes habituated, it will not allow their reaction to be influenced, whether in coexistence or professional performance.

On the other hand, the managers of these spaces are aware of the need to transform the environment to generate positive stimuli in the professionals, as Tedeschi (2018) states, and thereby reach a level of psychological balance, avoiding frustration and dissatisfaction. Elali (2009), citing Ittelson et al., states that the environment is perceived as a unitary field and that its influence varies according to conduct.

The other side of the coin is also true regarding the agent's relationship with the environment. If the environment is cared for, they will preserve it. If this does not happen, the group will act coercively to ensure they do. And if the environment is not cared for, the natural tendency is to contribute to that lack of care. If it happens that this agent acts in a way that changes the environment by taking care of it, the group may also coerce them not to behave in such a manner.

Organizations are increasingly concerned with their employees' quality of working life. People are the ones who plan, monitor, control, and achieve results; therefore, they occupy the center of this concern. The health and quality of life of collaborators are essential elements for the success of any organization. A healthy work environment is one that offers safe, ergonomic working conditions that promote the physical and mental well-being of collaborators, directly influencing team morale and performance.

For the purposes of this article, the building structure of the UOPM is considered the work environment, as is the patrol vehicle or the service post outside that building. Thus, the lodging quarters, as well as the other rooms where preparation for professional duty occurs, are an integral part of this labor environment. Therefore, they warrant a qualification that makes them comfortable—both physically, with a furniture structure that meets the needs of the military police users, and socially, because it is integrative, the result of which strongly influences the morale and performance of teams and individuals.

Although the barracks is a place where social relations are preceded at all times by hierarchy, the lodging is the opposite of other environments from this perspective. This aspect makes it similar to a home, where the interrelationship between inhabitants is less limited by norms and ceremonies. This is a relevant point, given that the public safety agent, influenced by the informality of these relations, also acts this way in their dealings with the "other," here understood as the citizen.

Working conditions influence the professional's quality of life, as previously stated. The lodging is a stage in the preparatory process for performing a shift or workday for the Military Police officer. This process begins and ends from home to work and back home, passing through the use of transport (public or private), arrival at the PM Unit, access to the lodging, access to the armory, access to the garage, and displacement to the sector of operation. Undoubtedly, the physical state, the habitability condition of the lodging, and the maintenance of the weaponry or the vehicle affect the public safety professional's expectation of dignity.

Lodgings in PMBA barracks are organized to accommodate gender and hierarchical rank. In terms of personnel, the number of military police officers in management positions is much smaller than those at the operational level. For this reason, the officers' quarters are smaller in spatial dimensions compared to those of the Enlisted personnel (Subtenants, Sergeants, Corporals, and Soldiers). This characteristic is manifest in the degree of habitability, organization, maintenance, and cleanliness; that is, in lodgings with a higher frequency of people, such as those for Corporals and Soldiers, the organization, maintenance, and cleanliness present a lower degree of habitability. The reasons for this phenomenon may be, as stated, the larger volume of users accessing the space, which may cause deficiency or inefficacy regarding the purpose of the lodging. However, we cannot disregard deficiencies in management.

It is up to UOPM management to adopt practices that prioritize and value the professionals under their care. Caring for the people and the space they share is a duty. First, through the lens of legality, this professional has this right ensured by the National Public Safety and Social Defense Program. Next, analyzing through the lens of institutional purpose, so that the PM organization remains healthy, competitive, and productive in performing the actions within its constitutional competence. Finally, from the perspective of health and well-being, to avoid or minimize the effects of professional practice and the potential development of stress-related illnesses, such as alcoholism and psychosomatic diseases.

What can be inferred, primarily from the relationship between the individual Military Police officer, environmental management, and the behavior influenced by that environment, is the need for care regarding the habitability conditions of barracks environments—specifically, the lodgings, even with their infrequent use. The aim in making lodgings pleasant or welcoming is that they may reflect, as much as possible, the domestic environment of these professionals. The idea is to reinforce a spiral of humanity and avoid suffering; since it is collective, as Guedes (2019) affirms, these acts provoke a sense of positive complicity that reinforces and expands this spiral.

3 ENVIRONMENTAL MANAGEMENT

The PMBA opted to utilize planning, monitoring, and control tools from private administration—such as strategic planning, transparency, citizen focus, the development of performance indicators, and results evaluation—as a means to improve management. Several experiments were conducted until 2017, when the Management Excellence Model (Modelo de Excelência da Gestão) from the National Quality Foundation (FNQ) was adopted.

The model is based on thirteen Fundamentals of Excellence and is composed of eight Excellence Criteria: leadership; strategies and plans; clients; society; information and knowledge; people; processes (referring to organizational processes); and results (dealing with organizational outcomes), in addition to a section describing the Unit's profile (Fundação..., 2013; Fundação..., 2014).

I highlight, as timely, the People criterion, which I classify as vital, as it is specifically focused on aspects of the lives of the individuals who make up the organization, such as work systems, training and development, satisfaction, and quality of life (Fundação..., 2014). To be well-evaluated in this criterion, the UOPM management must, through its practices, be consistent with the importance that this stakeholder represents for the management of any type of organization (Fundação..., 2008).

Quality, in general terms, is derived from the relationship between the subject and the object, considered based on external criteria relative to the thing being evaluated. The quality of a service depends on the consumer's subjective perception of that service associated with how much they expected from its execution, being linked to the satisfaction generated at the end of the experience.

In public administration, the quality of public service is even more subjective, as it is related to the issue of citizenship and the right that every taxpayer has to receive adequate service comparable to the taxes paid (Lacerda, 2015), given that public service organizations are "service operations systems" intended to serve citizens, represented by natural or legal persons (Pacheco; Santos, 2011).

Citizens are guaranteed the right to receive quality public service provided by all State agencies. It is guaranteed to the Military Police officer, as a citizen, to receive treatment from the State consistent with their status, including in the work environment. It is imperative that the Public Administration—understood here as the management of the UOPM where this Military Police officer performs their labor activities—conserve, maintain, and offer a dignified and valued environment, especially lodging quarters that reflect and also offer the same dignity and appreciation.

In a study conducted by Minayo, Souza, and Constantino (2008) on health within the Military Police of Rio de Janeiro, the causes related to stress in those professionals were identified as hierarchical organization and the centralization of decisions at higher levels, unsatisfactory working

conditions, lack of social recognition, and the individual's personality and experiences of pleasure and anxiety. Moser (1998) complements the findings of Minayo, Souza, and Constantino (2008) by stating: “the relationship an individual has with the environment in which they live can also be seen in relation to the emergence of diseases. An individual's discontent with their environment can facilitate the emergence of certain diseases, whether mental or physical” (Moser, 1998, p. 126).

In order to fulfill their obligation to work and their right to occupy spaces intended for their preparation, this Military Police individual develops strategies to overcome these challenges. According to Moser (1998), the individual may or may not be capable of this, and the cost of adaptation can be high. In both situations, suffering, pain, and illness will be generated.

UOPM management practices can minimize stress and other causes of illness by focusing on environmental quality with actions aimed at quality of life, starting from answers to simple and effective questions about comfort: "What are the variables that will make the individual feel comfortable or uncomfortable? What are the physical and social context variables that contribute to comfort?" (Moser, 1998).

It is the role of UOPM management to create and maintain a dignified, hospitable, and healthy work environment. Efficient management is that which cares about the well-being of its collaborators—in this case, military police officers—invests in their professional development, and promotes a culture of respect and collaboration. This is because modern management, especially human resources management, is attentive to the individual and everything that affects them, such as the work environment and the dynamics and time of work execution. As Tedeschi (2018) affirms, this is a new conception of man, in which the worker is a complex social figure with feelings, desires, and fears, who integrates, interacts with, and influences the environment with which they interact (Moser, 1998).

It is the duty of public safety institutions to offer the minimum necessary conditions for their agents to perform their duties in serving society, carrying out administrative and operational execution actions based on the principles brought by the National Public Safety and Social Defense Program, which include, among many others: the protection, appreciation, and recognition of public safety professionals; the protection of human rights; respect for fundamental rights and the promotion of citizenship and human dignity; and the optimization of material, human, and financial resources of the institutions (Brasil, 2018).

Naturally, the PMBA fulfills this duty because it is concerned with achieving operational results, especially the reduction of intentional lethal violent crimes (CVLI), regarding equipment, weaponry, and vehicles. However, it is noted that this concern is relative to factors directly linked to operational results. That is, beyond equipment, weaponry, and vehicles, the physical space intended

for the agent must, in turn, be prepared to offer dignity to the point where they feel valued and can contribute to reaching these results.

Ittelson, Proshansky, Rivlin, and Winkel (1974), cited by Elali (2009), state that individual perception associated with the feelings created by the environment determines what will most draw the attention of the space's users. To ensure dignity and comfort for the user of the physical space, UOPM management must provide for the biological gender separation of toilets and the availability of hand-drying devices, with the use of collective towels being prohibited, as per Brasil (2019). Thus:

[...] Sanitary facilities must: a) be maintained in a state of conservation, cleanliness, and hygiene; b) have floors and walls covered with impermeable and washable material; c) have intact sanitary fixtures; d) have containers for the disposal of used paper; e) be ventilated to the outside or have a forced exhaust system; f) have piped water and sewage connected to the general network or another system that does not generate health risks and complies with local regulations; and g) communicate with workplaces via passages with floors and covers when located outside the main body of the establishment. (Brasil, 2019, subitem 24.2.3).

In the PMBA, the use of the term's "vestiary" (locker room) and "lodging" (quarters) is often conflated. According to the Regulatory Norm (NR 24), a vestiary is the space intended for the worker to change into uniforms or special clothing for their activity, without the need to stay overnight at the company. The same norm defines lodging as: "[...] the set of spaces or buildings, composed of a dormitory, sanitary facilities, refectory, living areas, and a place for washing and drying clothes, under the employer's responsibility, for the temporary housing of workers" (Brasil, 2019, subitem 24.7.1).

The institution, therefore, aggregates the two concepts. In the UOPM, there is a greater inclination toward the concept of a vestiary, but with fewer beds since use is sporadic. Ultimately, it is understood that the combination of elements from these two concepts respects the cultural and structural characteristics of the PMBA, considering the possibility of the lodging being a vestiary supplemented with beds.

Adopting a management style focused on the employee, their satisfaction, and dignity regarding sanitary facilities, vestiaries, and lodgings means being attentive to what is prescribed by Regulatory Norm No. 24 - Hygiene and Comfort Conditions in the Workplace (NR 24), where the effort of UOPM management is to seek to implement what is established therein to offer comfort and care — in short, to promote dignity.

Finally, even considering the particular aspect of individual perception, UOPM management has a responsibility in promoting a work environment that dignifies and values the employee and reflects in the delivery of their service. Actions such as investing in communication, encouraging participation, promoting development, recognizing and rewarding efforts and achieved results, and creating safe and healthy environments, in addition to encouraging a culture of respect, are potential

stimuli for collaborative and zealous behavior, fostering ties with the environment and, consequently, attachment to the place.

The practical results will be perceived through increased productivity and reduced absenteeism, as satisfied workers are more willing to work. Improvement in quality of life and the organizational climate are also expected results of balancing personal and professional life and interpersonal relations at work. Other consequences include satisfaction with the organization and a lack of interest in leaving it, increased creativity and innovation, and the attraction of qualified professionals. In short, a virtuous spiral is created as a result of the level of excellence achieved by the management of the organization.

4 CONCLUSION

The method used for this research was a literature review. Texts in the fields of management, environmental psychology, hospitality, quality of life, and health were accessed. By addressing all these themes in an interconnected manner, it was possible to conceptualize a work environment in which human dignity is respected, hospitality is practiced, health and quality of life are priorities, and management is both efficient and humane.

The fact that these are properties adapted for the operation of a barracks remains a challenge; however, a creative management team determined to promote the well-being of the troops can mitigate the consequences of adversity. With a favorable environment, there are significant possibilities for the recognition of service to be translated into the provision of high-quality service to society.

Nevertheless, management must remain conscious of the individual nature of perception regarding the service provided, as it depends on the expectation levels of the recipient, associated with previous experiences due to social, economic, academic, and cultural factors, for example. The "gift" made by management in the form of practice may, to some extent, please some while displeasing others.

This same prior history of experiences forms the basis for the perception of work environment quality — specifically speaking, in the perception of the barracks' lodging quarters, the location used for preparation with a view toward performing ostensive policing duties. The researched literature does not point to any indication that a residential property adapted for a barracks is an obstacle to a Military Police officer preparing for the performance of their activities or that it negatively influences their behavior. To reach other conclusions, it will be necessary to conduct research directly with the military police officers who use these spaces.

In contrast, the reflections drawn from this study point to the existence of a relationship between the quality-of-service delivery and the environment, leading to the conclusion that the type of property matters little compared to the *conditions* of the property. Therefore, the military police lodgings and the general conditions of the UOPM reflect on the quality of performance in ostensive police service.

Another conclusion reached is the responsibility of the UOPM management to care for the work environment, with special attention to the lodgings used by military police officers at the operational execution level—basically Sub-tenants, Sergeants, Corporals, and Soldiers. This level is in direct contact with the citizen; therefore, it is the level that delivers the service.

Beyond this expected consequence, care for the environment reflects an expression of care for the Military Police professional, suggesting to them appreciation, recognition, and dignity. Conversely, it also signals how they should behave as a user of the space, limiting their attitudes to the return of care — be it to management, the environment, or the citizen.

This reflection suggests that it is a goal for management to aspire toward reaching a consensus for the formation of a favorable opinion that influences collective behavior, with reflections on cooperation for the preservation of environmental improvements and the provision of quality service. A cared-for, dignified environment that values the individual provides quality of life; it is concluded that this reduces the effects of occupational stress, minimizes the causes of physical and mental illness, and ultimately produces only positive effects for the individual. By offering working conditions without harming the worker's quality of life, the organization gathers attributes that make it a pleasant and encouraging place — potentially a cohesive environment for talent and continuous improvement.

In closing, the more zealously the barracks environment is treated, the greater the sense of belonging and care on the part of the military police officers who frequent that environment. If it is neglected or uncared for, feelings of non-belonging and contempt may be awakened in equal measure. The message transmitted classifies the users of the space as people without value. Failing to care for the space and the social environment of the people points toward managers who do not identify with the users; there is no reflection of the manager's "I" in the "other" of the Military Police user. Thus, management fails to recognize the Military Police officer as a subject of rights and, as a result, does not provide them with dignified treatment—in other words, management does not treat the user with the dignity to which they are entitled.

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Organizadores:

Dr. Elson Santos Silva

Dr. João da Cruz

Dr.^a Jéssica Painkow Rosa Cavalcante

Dr.^a Maurides Macêdo

Dr. Thiago Henrique Costa Silva

Dr.^a Vilma de Fátima Machado

Dr.^a Helena Esser

Editor-in-Chief: Thiago Henrique Costa Silva.



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