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# Satisfaction and dissatisfaction of the nursing team in urgent and emergency units: integrative review

**ABSTRACT** | Objective: To describe, from the literature published between 2015 and 2020, the satisfaction and dissatisfaction of the nursing team in the context of work in urgent and emergency units. Methodology: Integrative Review study, carried out in MEDLINE, LILACS, SciELO and BVS databases. The initial sample was 156 articles found in the databases, of which only seven were selected according to the established criteria. Content analysis was used to process the data. Results: Two thematic categories emerged: Factors of satisfaction in nursing work in urgency and emergency and Factors of dissatisfaction in nursing work in urgency and emergency. Conclusion: Satisfaction is related to working conditions; professional achievement and recognition; remuneration and continuing training. Dissatisfaction, on the other hand, is related to the lack of interaction between the team; lack of professional recognition, support and autonomy; and inadequate working conditions, such as overload.

**Keywords:** Job satisfaction; Nursing; Nurses; Emergency medical services.

**RESUMEN** | Objetivo: Describir, a partir de la literatura publicada entre 2015 y 2020, la satisfacción e insatisfacción del equipo de enfermería en el contexto del trabajo en unidades de urgencia y emergencia. Metodología: Estudio de revisión integrativa, realizado en bases de datos MEDLINE, LILACS, SciELO y BVS. La muestra inicial fue de 156 artículos encontrados en las bases de datos, de los cuales sólo siete fueron seleccionados de acuerdo con los criterios establecidos. El análisis de contenido se utilizó para procesar los datos. Resultados: Surgieron dos categorías temáticas: Factores de satisfacción en el trabajo de enfermería en urgencia y emergencia y Factores de insatisfacción en el trabajo de enfermería en urgencia y emergencia. Conclusión: La satisfacción está relacionada con las condiciones de trabajo; logro profesional y reconocimiento; remuneración y formación continua. La insatisfacción, por otro lado, está relacionada con la falta de interacción entre el equipo; falta de reconocimiento profesional, apoyo y autonomía; y condiciones de trabajo inadecuadas, como la sobrecarga.

**Palabras claves:** Satisfacción en el trabajo; Enfermería; Enfermeras y enfermeros; Servicios médicos de urgencia.

**RESUMO** | Objetivo: Descrever, a partir da literatura publicada no período entre 2015 e 2020, a satisfação e insatisfação da equipe de enfermagem no contexto de trabalho em unidades de urgência e emergência. Metodologia: Estudo do tipo Revisão Integrativa, realizada nas bases de dados MEDLINE, LILACS, SciELO e BVS. A amostra inicial foi de 156 artigos encontrados nas bases de dados, destes apenas sete foram selecionados segundo os critérios estabelecidos. Para tratamento dos dados, utilizou-se a análise de conteúdo. Resultados: Emergiram duas categorias temáticas: Fatores de satisfação no trabalho de enfermagem em urgência e emergência e Fatores de insatisfação no trabalho de enfermagem em urgência e emergência. Conclusão: A satisfação está relacionada a condições de trabalho; realização e reconhecimento profissional; remuneração e formação continuada. Já a insatisfação, está relacionada a falta de interação entre a equipe; falta de reconhecimento profissional, apoio e autonomia; e condições de trabalho inadequadas, como a sobrecarga.

**Palavras-chaves:** Satisfação no emprego; Enfermagem; Enfermeiras e enfermeiros; Serviços médicos de emergência.

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## INTRODUCTION

Work is one of the means that enables people to have personal and professional recognition, therefore, based on the function that the individual occupies, he/she seeks satisfaction (personal and work) in order to ensure quality of life.<sup>1</sup> Considering the work of nursing, this satisfaction is important, as they are professionals who are at the forefront of caring for patients and their families, thus, being in an “emotionally positive state” contributes to the care and professional quality, and reaches expectations and needs. For this sa-

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tisfaction to occur, most professionals are looking for better pay, job security, good interpersonal relationships in the work environment, appreciation and recognition.<sup>2</sup>

Satisfaction in the development of work activities carried out by nurses is associated with the maintenance of workers' health and also becomes synonymous with quality of life, as it contributes to the development of lower rates of physical and mental illness.<sup>3</sup> This satisfaction is a challenge, when this work takes place in the context of work in Urgency and Emergency Units (UUE), which is characterized by serving users in serious situations, with or without risk of imminent death.<sup>4</sup> In view of these attributions, some impasses to provide quality assistance can be found both for institutions, as well as for managers and professionals, such as, the overload of the nursing team and greater demand for activities, compared to the capacity and structure of services<sup>5</sup>, in addition to exposure to physical and psychological factors that affect the quality of care provided and the health of workers.<sup>6</sup>

Allied to these aspects, during the curricular practices, there were constant complaints of health problems and dissatisfaction by the nursing professionals of the urgency and emergency unit, which brought interest on the issue from the following guiding question: What scientific evidence is present in the literature, published in the last five years, do they represent the satisfaction and dissatisfaction of the nursing staff in the context of urgent and emergency work?

The theme is relevant, since nursing is the main link between users and the health establishment, as it provides uninterrupted care to patients, with the responsibility for maintaining, recovering and rehabilitating the health of users through care. In this way, the care provided by nursing will reflect on a positive or negative image of the health



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institution, since the users' satisfaction is defined based on the experience of using a health service according to their expectations, defining themselves positive or negative evaluations of the dimensions of care provided to them.<sup>7</sup>

This study aims to describe, from the literature published in the period between 2015 and 2020, the satisfaction and dissatisfaction of the nursing staff in the context of work in urgent and emergency units.

#### METHOD

This is a bibliographic study of the type Integrative Review (IR), with a qualitative approach. The development of this methodology takes place in six stages: elaboration of the theme and the guiding question; search or sampling in the literature; data collect; critical analysis of the included studies; discussion of results; and presentation of the integrative review.<sup>8</sup>

In the first stage, the guiding question of the research was defined: What scientific evidence present in the literature in the last five years, represents the satisfaction of the nursing team in the context of work in urgent and emergency units? The question was elaborated based on the PICO strategy, understood as (P) - Population ("nursing team"), (I) - Interest ("satisfaction of the nursing team") and (C) - Comparison ("Does not apply"), (O) - outcome ("Scientific articles on nursing team satisfaction in the context of urgency and emergency").

Second stage: Searching or sampling in the literature: the material was selected in September and October 2020, with the support of the guiding question and using the descriptors registered in the Health Sciences Descriptors (DeCS): "Satisfação no Trabalho"; "Enfermagem"; "Enfermeiros"; "Urgência"; "Emergência", and their English counterparts: "Job satisfaction"; "Nursing"; "Nurses", "Urgen-

cy”, “Emergency”, using the Boolean AND terms to make the search more effective.

The search for publications was carried out in the MEDLINE, Latin American and Caribbean Literature in Health Sciences (LILACS), Scientific Electronic Library Online (SciELO) and Virtual Health Library (VHL) databases. As inclusion criteria for the articles, original articles were specified, available in full, free of charge; published in the last five years (2015 to 2020) in Portuguese, Spanish and English and related to the research question. Book chapters, abstracts, incomplete texts, theses, dissertations, monographs, technical reports and those that did not meet the objective of the study were excluded. The recommendations proposed in the PRISMA guide (Preferred Reporting Items for Systematic Reviews and Meta-Analysis) were used using its flowchart for organizing the search results for articles for Integrative Review. 9 As shown in Figure 1.

The third step consisted of data collection: In this step, the selected articles were read in their entirety and the data of interest recorded on the

data collection form <sup>10</sup>, covering the following items: identification of the original articles (origin, title of the article, author(s), journals and consideration/theme), host institution, type of publication, methodological characteristics of the study, assessment of methodological rigor.

Fourth stage: Critical analysis of the included studies: in this stage, the methodological significance of the studies was assessed for classification of the level of evidence, which was level 4. For the analysis of the evidence, the system of classification of evidence was applied, characterized in a hierarchical way, depending on the methodological approach adopted, using the evidence hierarchy, in relation to the research design. <sup>11</sup> Data analysis took place through Franco's Content Analysis<sup>12</sup>, which highlights three steps for its application: pre-analysis; units of analysis and definition of categories.

The pre-analysis refers to the organization of the material already collected in order to organize the “preambles” in order to develop an analysis plan that best fits the research. <sup>12</sup> In this phase, the selected articles were

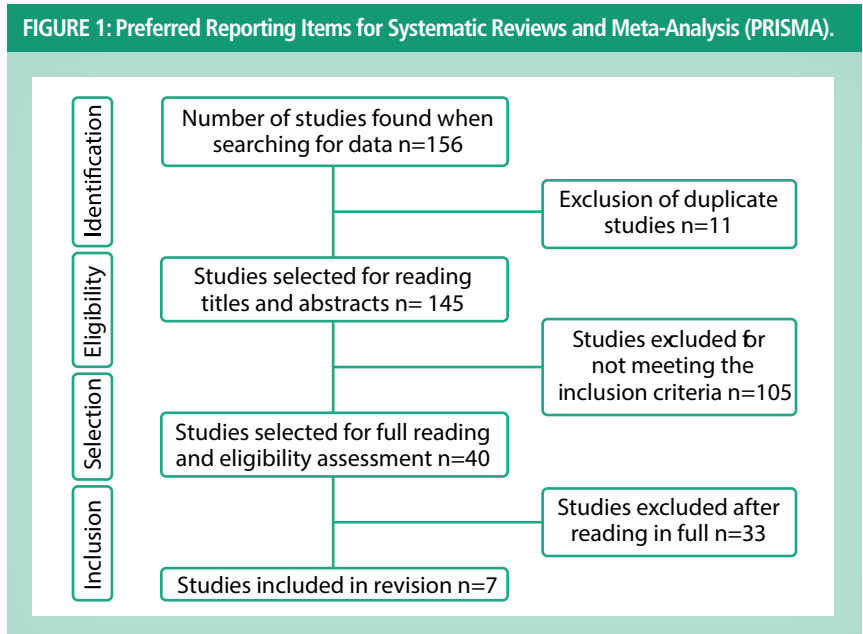
organized by performing their exhaustive reading and extracting the data of interest to the form. <sup>10</sup> The information contained in the forms was systematized in summary tables based on the objectives proposed for the study, verifying the relevance of the evidence and indicators that pointed out something common among the articles.

In the second stage - Units of analysis, the exploration of the corpus is understood, which, the units are chosen by coding criteria - a cut; selection of counting rules - enumeration; choice of categories - which have characteristics in common and put an end to the categorization itself, which promotes the systematization of information so that it relates the classes to the ordered events. <sup>12</sup> At this stage, the evidence collected in the literature, constituted a unit of record, observing the common indicators, initiating the categorization process. In the third phase, two thematic categories were elaborated based on the evidence raised in the articles studied, through which the results of the study were described and discussed. In the fifth and sixth stages, the results were then presented and discussed with the elaboration of the review and discussed in the light of the theoretical framework, answering the research question and objective proposed in the study.

**RESULTS**

The analyzed articles aimed to identify and describe the satisfaction and dissatisfaction factors of professional nurses in urgent and emergency units, as well as to relate demographic variables to professional satisfaction in this service and measure the level of satisfaction of these nurses.

The main findings are shown in chart 1. Next, the results are presented from two thematic categories: Factors of satisfaction in nursing work in urgency and emergency and Factors of



SOURCE: Representative flowchart for searching and selecting articles. Pará, 2020.

dissatisfaction in nursing work in urgency and emergency.

**Category 1: satisfaction factors in nursing work in emergency and urgency**

In this thematic category, it was ob-

served that nursing workers in urgency and emergency units feel satisfied when the work requirements are very explicit, that is, when the work activity they perform is well understood in relation to the role to be performed; when

there is good interaction between the nursing team, that is, the existence of a good interpersonal relationship, the dialogue being fundamental to produce job satisfaction and also to achieve effectiveness at work, such as, for

**Chart 1: Main findings evidenced in the researched articles. Pará, 2020.**

TITLE/LANGUAGE/YEAR	DATABASE/JOURNAL	RESULTS
LEADERSHIP AND SATISFACTION AT WORK IN THE CONTEXT OF THE MOBILE EMERGENCY SERVICE <sup>13</sup> Portuguese - 2020	SCIELO Revista Latino-Americana de Enfermagem	It was found that the coordinators' self-perception in relation to the Leadership Coaching exercise showed a moderate correlation with some specific domains of job satisfaction, among them, supervision.
SATISFACTION INDEX OF THE NURSING TEAM ACTING IN AN EMERGENCY SERVICE <sup>14</sup> Portuguese - 2018	LILACS Enfermagem Brasil	The domain that most contributed to the satisfaction of the participants in this study was Job requirements classified as very good. Regarding the domain that contributed less to job satisfaction, the interaction domain was observed. The domains of autonomy and remuneration have also become important.
PLEASURE AND SUFFERING OF NURSING WORKERS IN AN ERROR <sup>15</sup> Portuguese - 2018	SCIELO Texto Contexto Enfermagem	Participants mention that job satisfaction depends on other variables, including interpersonal relationships. They indicated dissatisfaction with the large number of patients for each professional. The lack of resolution to the problems listed by the workers, on the part of the managers, constitutes an additional stress factor. Lack of recognition at work or reinforcement of positive attitudes at work, the pain of individuals and daily living with death are also associated with situations that generate suffering.
FACTORS OF SATISFACTIONS AND DISSATISFACTIONS IN THE WORK OF NURSES <sup>16</sup> Portuguese - 2020	SCIELO Revista de enfermagem UFPE on line	The lack of material resources, equipment and the inadequate physical structure of the institution generated dissatisfaction. Few scrap materials and equipment; there is a dispute to see who gets the best materials. Bad infrastructure to perform care and place to prepare medication is terrible. Factors that motivate nurses' job satisfaction that contribute to job satisfaction: training, since improvement brings security to perform care. The meetings they hold monthly are moments that can talk about difficulties and potential.
NURSING WORK IN PEDIATRIC FIRST AID: BETWEEN PLEASURE AND SUFFERING <sup>17</sup> Portuguese - 2019	LILLACS Cogitare enfermagem	Liking children and family interaction and intervention emerged as elements that generate pleasure. The possibility of providing nursing and health education guidance facilitated by the fact that the organization of work provided time and tranquility for that. Another experience that generates pleasure at work was the recovery of the child's health. Finally, another element that mobilized pleasure at work was recognition.
SATISFACTION OF NURSES IN SERVICE MOBILE SERVICE EMERGENCY AIR <sup>18</sup> English /Portuguese - 2015	BDENF Revista de Enfermagem UFPI.	The need for self-realization, not only because he managed to be an emergency physician, but also because he was experiencing a differentiated activity and that he always wanted. They feel more satisfied when they are able to contribute effectively to the rehabilitation of people's health.
PROFESSIONAL SATISFACTION OF THE NURSING TEAM X WORKING CONDITIONS AND RELATIONSHIPS: RELATIONAL STUDY <sup>1</sup> Portuguese - 2015	SCIELO Texto Contexto Enfermagem	This study pointed out that inappropriate working conditions and inadequate relationships at work are associated with the job dissatisfaction of nursing professionals who work in critical units (Surgical Center, Intensive Care Unit and Emergency Room). With regard to working conditions, they stood out from those related to the size of the team, occupational safety and medicine and accommodation in the sector. As for work relations, dissatisfaction with the distribution of tasks, professional stimulation, work valorization and motivation was evidenced.

Source: Authors. (2020).

example, patient stabilization and recovery; when they have autonomy and have remuneration that they consider satisfactory.<sup>14,15</sup>

Another factor pointed out as job satisfaction is related to the recognition for the quality of the work that is performed, in the sense of understanding all the effort that was made by the nursing team for work practice; in addition, the good clinical evolution of the patient and his recovery are factors that generate satisfaction with the positive results achieved.<sup>15</sup>

Training, continuing education, which promotes the improvement of knowledge was also pointed out as a factor of satisfaction in urgent and emergency work, since it contributes to feeling safe in the performance of care and in the exercise of their functions; another factor of satisfaction is the opportunity to speak, to be heard in their difficulties and suggestions, in this case they point out the importance of monthly meetings in the service, a time that they can express themselves, that are praised and even improve their interpersonal relationship. In addition, health education and patient recovery are identified as factors that generate job satisfaction.<sup>17</sup>

A study carried out with nurses working in an emergency air service demonstrates that they consider this work different, interesting and, therefore, leads to professional fulfillment, self-fulfillment as a factor of job satisfaction, in addition to contributing effectively to the rehabilitation of the person.<sup>18</sup> Another aspect highlighted was in relation to the type of leadership, demonstrating that coaching leadership leads to job satisfaction in the field of supervision and communication.<sup>13</sup>

### Category 2: factors of dissatisfaction in nursing work in urgency and emergency

In category 2, the lack of interac-

tion between the nursing team was observed as factors that generate dissatisfaction at work; lack of professional recognition; lack of autonomy and support from supervisors and bosses; the large number of patients per professional that leads to tiredness and physical exhaustion due to work overload; the distribution of tasks; lack of resolution for the problems brought to the leaders; high work demands; lack of recognition at work, mainly by immediate management and institutional management.<sup>1,14-16</sup>



Remuneration is related to satisfaction, since it provides a reduction in fatigued professionals with various employment relationships, satisfactory working hours and an ideal salary.



Working conditions were also pointed out as factors of dissatisfaction, as professionals are faced with the lack of material resources, equipment and inadequate physical structure to perform care, prepare medication, perform patient hygiene, making it difficult to humanize the care provided.<sup>15,16</sup>

Another factor that generates suffering and dissatisfaction with work in urgency and emergency is related to the feelings experienced by nursing professionals when dealing with pain, people's suffering and death, almost always daily, report that this suffering is greater when we refer to children and young people; dealing with parents' stress in the face of their child's serious condition and caring for children who are victims of violence are also factors that lead to dissatisfaction.<sup>15,17</sup>

### DISCUSSION

Category 1 points out as determining factors for the satisfaction of the nursing team in urgency and emergency: job requirements; good interpersonal interaction; autonomy; remuneration; recognition for work; patient recovery; continuing education; be heard; be recognized and valued; self-realization with work; leadership coaching. This reality is corroborated by other authors, since the work that can cause personal satisfaction is the one that allows the ideal salary acquisition, work in the desired area of activity and still have available resources for the development of successful work activities. Remuneration is related to satisfaction, since it provides a reduction in fatigued professionals with various employment relationships, satisfactory working hours and an ideal salary.<sup>19</sup>

In addition, the recognition of the patient and/or companion about the care provided by the team, reinforces the recognition and pleasure during the work practice of these professionals. However, this feeling of professional fulfillment is only possible, through the freedom and autonomy to exercise the professional duties to which these professionals are governed.<sup>20</sup>

Continuing education in the urgency and emergency work environment is a challenging strategy for both the team and management, and the pro-

posals and methodologies must be studied in order to reach the professionals who are inserted in this reality and apply during care.<sup>21</sup> Finally, the issue of leadership is emphasized, as the nurse is trained to lead the nursing team, however, good leadership needs to establish dialogue with the team, in an articulated manner, leaving clarity in its objectives and for the benefit of the assisted patient.<sup>22</sup>

In category 2, dissatisfaction factors were evidenced, such as: lack of interaction, professional recognition, autonomy, support from the management. Still, the large number of patients per professional, lack of resolution to problems in the service, inadequate working conditions and the suffering generated by the nature of the service to deal with suffering, with death, with the stress of family members in the face of the severity of their patients. These aspects are corroborated by authors who emphasize work overload as a factor of dissatisfaction in the work environment, as professionals are faced with a scenario of lack of human resources compared to the demand of people who request health services, causing not only the dissatisfaction of the professionals involved as well as an increase in the level of stress in these workers.<sup>23</sup>

Through work, people seek to achieve their goals and aspirations. It is a way of obtaining quality of life since it is directly related to individual satisfaction between the different spheres of human life, be it personal or professional. Thus, work can also be responsible for generating stress and wear factors and causing imbalances in workers' health.<sup>24</sup>

The work overload experienced by nursing professionals is a factor of great relevance with regard to the quality of care provided, and in the interrelationships between the nurse-team-user triad, being a strong stressor for these workers.<sup>25</sup> Stress due to the lack of material resources and the lack of

physical space for the performance of the work of health professionals, causes the dissatisfaction of these workers, and can influence the effectiveness of the work performed and the lack of resolution of the challenges faced on a daily basis.<sup>26</sup> It is also noteworthy that one of the items that cause greater dissatisfaction in relationships, working conditions are related to devaluation and lack of recognition in the work environment, confirmed by the lack of financial reward and lack of expectations of career advancement.<sup>27</sup>



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These results are in line with other studies regarding the work environment to be able to become a place that generates positive or negative experiences and experiences from the

perspective of each worker and that can cause damage to the health of the professional, as well as influence the perception that each professional has about their profession.<sup>21</sup>

## CONCLUSION

The study showed that the following factors are factors that generate satisfaction for the nursing team in the context of emergency work: the presence of job requirements; good interpersonal interaction; autonomy; remuneration; recognition for work; patient recovery; continuing education; be heard, recognized and valued; self-realization with work and coaching leadership. As factors of dissatisfaction, however, are: lack of interaction, professional recognition, autonomy, support on the part of the management, lack of resolution for service problems, inadequate working conditions, such as overload, and the suffering generated by nature of the service to deal with suffering, with death, with the stress of family members in view of the severity of their patients.

In this sense, it is concluded that the conditions of physical structure, material resources, interpersonal relationships and permanent education, are factors that, if appropriate, contribute to job satisfaction and humanization of workers and patients seen in these units. However, the study shows that in the last five years little has been published in relation to the theme, with the need to encourage research on the theme, given the results shown here.

There is also an urgent need for studies that address the theme, exploring themes such as coaching leadership and the role of nursing in this area, which requires attention due to the complexity and nature of the care that is provided in it. In addition to this, this study can contribute as a basis for organizational policies on nursing work in Urgency and Emergency

units, since it brings evidence of what this team perceives for their satisfaction and quality of the care offered in a sector in which these professionals deal daily with extreme situations of stress, suffering, pain and death. 🐦

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