

IDENTIFICAÇÃO DAS ÂNCORAS DE CARREIRA DE ENFERMEIROS

IDENTIFICATION OF THE ANCHORS OF CAREER OF NURSES

IDENTIFICACIÓN DE LAS ANCLAS DE LA CARRERA DE ENFERMERAS

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RESUMO

Objetivo: identificar as âncoras de carreira de enfermeiros. **Métodos:** estudo de caso, exploratório e descritivo, realizado em um hospital privado de São Paulo. Para coleta de dados, realizada no período março a abril de 2009, foi aplicado o Inventário das Orientações das Âncoras de Carreira nos 230 enfermeiros da Instituição. Os dados foram analisados através de estatística descritiva. Esta pesquisa foi aprovada pelo Comitê de Ética em Pesquisa da Instituição Campo de Estudo – Protocolo nº 01/09.

Resultados: a maioria dos enfermeiros estava na faixa etária de 31 a 35 anos, entre 1 e 5 anos de formados, com curso de pós-graduação e atuando no Hospital entre 1 e 5 anos como enfermeiros assistenciais. A âncora de carreira de maior representatividade foi Estilo de Vida. **Conclusão:** os enfermeiros puderam reconhecer sua âncora de carreira, o que permite analisar e tomar decisões acerca da sua carreira profissional à luz das características pessoais.

Descritores: Enfermagem; Recursos humanos; Capacitação.

ABSTRACT

Objective: identify the nurse' anchors of career. **Methods:** case study, exploratory and descriptive performed in a private hospital, located in São Paulo. For data collection we used the Career Anchors Inventory Guidelines with the 230 nurses from the institution, of which 185 (80.9%) have answered the inventory. **Results:** most nurses was in the age group 31 to 35 years, had between 1 and 5 years of graduation, had post-graduation and has been working at the hospital between 1 and 5 years as nurses. The most representative career anchor was Lifestyle, followed by Sense of Duty, Technical and Functional, Safety, Pure Challenge, Autonomy, General Management and Entrepreneurial Creativity. **Conclusion:** nurses were able to recognize their own career anchor, so they could analyze and make decisions about your career in the light of personal characteristics.

Descriptors: Nursing; Human resources; Training.

RESUMEN

Objetivo: identificar las anclas de carrera de las enfermeras. **Métodos:** estudio de caso, exploratorio y descriptivo, realizado en un hospital privado ubicado en São Paulo. Para la recolección de datos que utiliza las pautas del Inventario de Anclas de Carrera em los 230 enfermeras de la institución, de los cuales respondieron en el inventario, 185 (80,9%). **Resultados:** la mayoría de las enfermeras tenían entre 31 a 35 años, entre 1 y 5 años de graduación, con un post-grado y que trabajan en el hospital entre 1 y 5 años como personal de enfermería. El ancla de carrera más representativa era estilo de vida, seguido por sentido del deber, la seguridad técnica y funcional, el desafío puro, autonomía, Dirección General y Creatividad Empresarial. **Conclusión:** las enfermeras eran capaces de reconocer su propia ancla de carrera, que permite analizar y tomar decisiones sobre su carrera en la luz de las características personales.

Descriptores: Enfermería; Recursos humanos; Capacitación.

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INTRODUCTION

Study, analyze and reflect critically about the own job, discussing contradictions, insurances and paradoxes present on it, represent a great challenge and an important professional and personal growing opportunity to the processes reinstatement. Furthermore, conduct an investigation through scientific method enables the working daily estrangement, interrogating its senses and directionalities.

Because of our acting on education, this research was motivated by many questionings, some of wide character, as the education interface with the world changes in the world in a post-modern world society, and others more specifics, referents to the models and tendencies on the people management with different workers generation, on the career and the competence management.

Among those questionings, the career management, although being based on an extensive literature on the human resources area, it continues representing a challenge at the health institutions, lacking of studies that contribute to the unveiling, refinement and understanding of the professional trajectory, in this case, of the nurses.

Aiming thus to contribute to the knowledge about the nurses career management and, considering, as occurs on the training process and development that comprises aspects relatives to the inter subjectivity, wishes, feelings, emotions, values and competences that permeate the organizational culture and occupies also important part of the people who develops their jobs on it, the enunciated problem in this present investigation was: Which are the values, competence and motivations that mobilize the nurses in their professional trajectory?

Thereby, the theoretical referential that get closer to this answer in the anchor of career conception. This conception was developed through a longitudinal study with 44 ex-students from the Master program of the Sloan School of Management at the Massachusetts Institute of Technology (MIT), using interviews to examine the working stories and decisions reasons related to the career in a decade of job. Bases on depositions, were identified, initially, five choices standard through the career development, denominated anchors⁽¹⁾.

Posteriorly, were identified more than three anchors and, at the article Career Anchors Revised: implication for career development in

the 21st century, were analyzed the anchors of career's changes and contents and its implications to the career development on the contemporary world⁽¹⁻²⁾.

An anchor is defined as a combination of areas understood of competence, reasons and values that serve as guide to the decisions related to the individual career. There is an internal and external career. The internal evolves the way to understand the development through the professional life time; in other words, it is the self image that each one has and sees in his job and in the paper that develops professionally. The external career understands the required steps inside of the organizations to result in a given profession⁽¹⁾.

As the career is developed, the person searches for answers to questions related to their talents, abilities and competence areas; the strength and weakness points; the reasons, necessities and objectives in live, and the main values. When answering those questions, concepts of their selves are constructed, that start to work, even more, as the real guides or anchors, which define the career choices⁽¹⁾.

The eight anchor described categories are: Technical/functional competence: what moves the people from this anchor is to exercise their aptitudes and continues to develop them as much as possible; trying to be the specialist reference in the acting area, becoming an expert⁽¹⁾.

Competence to general management: the people from this anchor aim to climb the hierarchical steps of the enterprise till achieve the positions with greater responsibility; they understand that they really want to become a manager; that the management interests them; that they have a level of competence required to the function and the ambition to climb on the organization hierarchy, in which will be responsible for decisions and important plans and that, by their effort, they will be responsible for the organization success or failure⁽¹⁾.

Autonomy/independence: what moves the people from this anchor is the fact to not tolerate to be engaged to regulations, rules, methods and job expedient; the necessity is to do the things by their own way, rhythm and own patterns. They consider the life on the limited and irrational organization and prefer to go on independently, following their own regulations⁽¹⁾.

Safety/ Stability: the necessity of safety and stability in a way to feel safe and the future events predictability is what move the people of

this anchor. Frequently, they search for jobs in organizations that provide them stability, that have defined benefit programs and have a solidity and confidence image⁽¹⁾.

Entrepreneur creativity: people who feel motivated to create their own business, developing new products and services, organizing new enterprises or reorganizing existent enterprises have this anchor. They are moved by creative impulse, specifically, guided to new organizations, products and services that can be identified as businessman and entrepreneur efforts⁽¹⁾.

Sense of duty/ dedication to a cause: what moves the people from this anchor are occupations aiming to incorporate on their jobs important values to them; they wish to make something to improve the world somehow⁽¹⁾.

Pure challenge: the people from this anchor search for Jobs where they have to face problems even more difficult and complexes. The success is represented by wining impossible obstacles, solve insoluble problems, and win in extreme adverse situations. The challenge is placed in interpersonal and competitive terms, being this really important to the person. They like to highlight how their careers are diversified and they wish a general management for the challenge variety⁽¹⁾.

Life style: is what moves the people from this anchor are the career integrations with their individual, social and familiar necessities. They generally, are competent and value the career, but they don't give up on their others personal necessities. They prefer the flexibility above all, they search more for an organizational attitude than, properly, for a specific program – an aptitude that reflects respect by the personal and familiar interests⁽¹⁾.

Those eight careers of anchors are constituted in a differential to the workers, once they enable their own analyzes and for the ability to discover that a kind of job is available in a future strategic thought.

The anchor of career recognition by the worker allows him to analyze each one of the development stages of his own career, helping him taking aware decisions about the rumors that each one wants to confer to their professional trajectory⁽¹⁾.

In the point of view of the employer institution, the anchor of career recognition in some work station or professional graphics profile allows, to the people manager responsible, to

construct career plans in consonance to the institution necessities – mission, vision, values – and workers, in function of their reasons and main values that serves as guide to the professional and personal decisions.

In the point of view of the health job and considering the nurses' professional activities and the researches institution characteristics, we suppose the anchor predominance, in the following manner: 1st) Technical functional competence; 2nd) Sense of duty and responsibility/ dedication to a cause; 3rd) Competence to a general management; 4th) Entrepreneur creativity; 5th) Pure challenge; 6th) Autonomy/ independence; 7th) Security and Stability; and 8th) Life style.

More than contribute on the career analyses of the researched institution, this study meant to discuss the nurse profile, under a new point of view, the one of construct few studied on the area. To that, as a first initiative, this study aimed to identify the nurses' career anchors of the Study Field Institution.

METHOD

It is about an exploratory and descriptive research, developed on the case study modality that provides a big potential to explore new knowledge areas and, thereby, approach new Nursing perspectives⁽³⁾.

The study was developed in a large private hospital, located in the central region of São Paulo, Brazil, that is highlighted by its expertise in high complexity surgeries and transplants.

This field was chosen, intentionally, in function of the necessity that one of the researchers identified mapping the anchors of career of nurses from an enterprise where they act due to changes that were occurring on the structure and dynamic on the human resources (HR) area and that demanded changes on the recruiting strategies, selection and education of those professional group. Furthermore, changes like those justify the conduction of a case study.

This research was proved by the Research Ethics Committee from the Study Field Institution – Protocol number 01/09, being sheltered all the questions of the Resolution 466/2012 from the National Commission for Ethics Researches (NCER) at the National Health Council (NHC). The participants, who accepted voluntarily, to take part of the study, signed the Term of Consent. The data collection instrument was given and returned in closed envelops to avoid the answer identification.

The population was constituted by all the nurses of the institutions (230), from with 185 (80.9%) answered to the questioning. The data collection occurred from March to April, 2009.

To data collection was applied the instrument anchors of career, adapted to the Portuguese language, that has been used in HR administration area, providing to plan relative interventions to the process of improvement, development and planning of the institutional career. It has, also, the finality to urge, on the respondent, the perception of their own competence areas, their reasons and values ⁽¹⁾

Composed by 40 items; in each of them, the respondent must classify how much the item is true to him, giving it a level from 1 to 6, according to the following: 1. if the affirmation is never true for you; 2 or 3 – if the affirmation is true for you occasionally; 4 or 5 – if the affirmation is true for you with frequency; 6 – if the affirmation is always true for you.

After the ending of the answers, the participant shall review them and locate the items in which was attributed the maximum punctuation; they have, then, to select three items that show them the most true and add to each of those items more four points.

The data treatment occurred in a data basis on the Excel software and under the guidance of a mathematical professional. Was conducted the

descriptive statistic to the participant's demographic characterization and identification of the different found anchors of career.

RESULTS AND DISCUSSIONS

The characterization of the researchers participants showed that the predominant age was from 31 to 35 years old, with 38 nurses (21.0%); 167 (90.3%) female; the majority of the nurses were married, 97 (52.4%); 101 (54.6%) had no kids.

The prevalent formed time was from 1 to 5 years, with 57 nurses (30.8%); as for the formation, 22 nurses (11.9%) had only the graduation course; the others, 141 (76.2%), were specialized or had MBA, 20 (10.8%) master and 2 (1.1%) were PhD.

In relation to the acting time on the institution, the larger parcel, 68 nurses (36.6%), were from 1 to 5 years; the dominant acting area was the hospitalization unity, 79 (42.8%); as for the charges, 120 (64.9%) were caring nurses at the medical and surgical hospitalization unities (45.2%).

As for the anchors of career profile, the Table 1 shows that the anchor of predominant was the Life Style, followed by the sense of duty/ dedication to a cause; we observed, yet, that nine nurses presented two dominant anchors and that there is a distribution in all the anchors.

Table 1 - Nurse's distribution per anchors of careers - São Paulo, 2009.

Anchors of Careers	N	%
Life style	65	35,2
Sense of duty/Dedication to a cause	35	18,9
Functional-technician	29	15,7
Safety/Stability	23	12,5
Pure challenge	19	10,3
Autonomy/Independence	03	1,7
General management	01	0,5
Entrepreneur creativity	01	0,5
Safety/Stability and life style	05	2,7
Sense of duty /Dedication to a cause and life style	02	1,0
Autonomy/Independence and pure challenge	01	0,5
Sense of duty/Dedication to a cause and pure challenge	01	0,5

Source: Messias M. Nurses' career of anchors identification: Subsides to the construction of the professional course dissertation]. São Paulo: Nursing school, São Paulo University; 2009.

The researched population was constituted, in its majority, of young female nurses, married and without kids. In relation to the age, the researched population correspond to the Nursing Federal Council (2011) data that points out that the nursing professionals are aged from 26 to 55 years old, being that the majority are aged from 26 to 35 years old, representing 35.98% of the nursing professionals in Brazil⁽⁴⁾.

The graduating time and the acting time on the institution can be explained by the investment made by the hospital in a program of an extracurricular remunerated internship in Nursing aiming to prepare the students during the last year of institutions from high school to participate of the selective process to junior nurse; thereby, there are hiring of newly graduate nurses, what doesn't happen, in general, in similar institutions.

On the other hand, a research, conducted in a public and in a private emergency hospital and in São Paulo city, with the nursing team, was verified that the majority of the participants had acting time on the institutions between 1 and 15 years⁽⁵⁾.

The institution field of research is a reference in its attendant specialties and has decrypted and valid competences to all the collaborators, among them the one that highlights the knowledge as the bases to the professional exercise, what can explain the fact that the majority of nurses have post-graduation course.

In addition, the working marked has been searching a higher specify on the professional acting.

Similar data were found in a research conducted with graduation egresses in nursing, in which the majority (62.5%) was taking or had been already taken post-graduation courses⁽⁶⁾. In another study, the nurses from a hospital specialized in cardiology in São Paulo, 81.8% presented at least a post-graduation, being that 72.7% lato sensu and 9.1% strict sensu⁽⁷⁾.

In the Brazilian context, the nurse professional acting is performed following four working processes: caring, management, educational and research⁽⁸⁾. Each one of them behaves and can be dismembered in three dimensions: technical dimension, socio-educational dimension and ethic-politic dimension. Among those processes, the more coined on the nurses' job are the caring and managing, this last privative of the nurse and, historically, incorporated in his function⁽⁹⁻¹⁰⁾.

The nurses of this study develop, in the working practice, above of all, the assistance process. We were surprised, thus, with the non prevalence of the anchor 'technical/functional competence'; considering, yet, that those nurses are young, with few time of professional exercise, characteristics that suggests the necessity to acquire competences related to three assistance working process dimensions.

We were equally amazed, for the non confirmation of the prevalence of this anchor, being that the hospital comprises many health care specializations, requiring from the nurses that they get specialized in the areas where they act; what can be verified is that the majority have post-graduation senso lato, that, also, would justify the emphasis of the 'Technical functional competence'.

The second anchor predominantly waited was the 'Sense of duty and responsibility/dedication to a cause' and was confirmed, being able to be founded on the personal profile of those who chooses for eminent care professions. This because the profession, historically, kept strong representations of humanitarian mark for dedicating to the individual, family or social groups caring having injuries or risk situations to the health⁽¹¹⁾.

The third of the order, 'Competence to the general management', wasn't confirmed. We understand that this is due to many factors. The first is related to the fact that the majority of respondents are anchored in 'Life style', turning this anchor, consequently, less prevalent.

People anchored in "Life style" wish an integration among their personal and professional lives, what is not possible in large part of the occupied positions by the people who occupied management positions, by the necessity to conduct reunions out of the working time, available to travel for work, difficult to enjoy 30 consecutives vacations days and to benefit their time bank to backlash.

Furthermore, it is associated to the variables age, time of service and post occupied by the nurse, as well as the kind of as the vertical kind of career, that tends to promote the assistance nurses with more experience and more working time to boss positions, coordination or management.

The management process is privative of the nurse and one of the more developed on medicine that assumes the nursing team

coordination and the assistance referring to the planning and evaluation resources⁽¹²⁾.

Likewise, it is interesting to notify that the nurse acting, on the health team vision, is showed through the relations as link of communication of the team, being the management activity the most specifically understood by the team⁽¹³⁾. What doesn't mean, however, having the anchor 'General management' motivation, that presumes an hierarchical ascension ambition and the responsibility for important decisions and plans and for the organization success or failure⁽¹¹⁾.

Another factor to be analyzed is that among the respondents, only four occupied management positions, being this anchors predominant in only one of them, remembering that the institution doesn't make a recruiting process and external selection to management positions. For this reason, it shall have a concernment with the management development of those nurses that will progress on the administrative career⁽¹⁴⁾.

As an example of this, we remember that the educational actions and the working process has been occurring in an disjointed way, demanding the nurses management upgrading and the team insertion review on the working process context; the management and education are inseparables^(10,15).

The fourth expected anchor, 'Entrepreneurial Creativity', was also denied. If we evaluate, meticulously, the kind of work, benefits, system of promotions and all the kinds of common recognition to the people from this anchor, we conclude that they are not compactable with the nurse job acting in hospital institution, because, in this instance, there is few possibility to exercise entrepreneur creativity by the fact of the standard and pattern predominance.

'Pure challenge' and 'Autonomy /Independence', fifth and seventh expected anchors, respectively, were confirmed. The hospital can be considered as a traditional institution, that only during the last years is providing challenge opportunities at work, with the creating of new business, among them: Diabetes Center and Metabolically diseases, Center of Excellence in Bariatric and Metabolic surgery, prostate institute, geriatric and gerontology institute, acting field with possibility to retain the nurses anchored in those styles⁽¹¹⁾.

The seventh and the eighth anchors, 'Safety/ Stability' and 'Life style', weren't the last posed, but the forth and the first, respectively. The

hospital offers certain safety and stability to the workers, justifying the retention of collaborators anchored in this kind⁽¹¹⁾.

By the fact of the nurse's job require flexibility to shifts covering during the weekend, holidays, including, alternating the times, we consider that the institutional career didn't favor the prioritization of "Life style", however was the more expressive anchor among the group of individuals, what cased to us a certain surprise because the hospital nursing job occurs, in an unstoppable way, being necessary the shifts covering during the 365 days of the year. In the other hand, it can be inferred that, for this reason, the nurses are motivated to search for more time flexibility⁽¹⁶⁾.

Favoring to the 'Sense of Duty and cause dedication', and not to the 'Life style', is the job to care people severely injured, in suffering and death process.

To the nurses participating of the study was conducted an individual feedback, in which they could recognize their own anchor of career so that they could analyze and take decisions about their professional career in benefit to the personal characteristics.

CONCLUSION

The anchors of career identified were in descending order: life style, sense of duty/dedication to a cause; technical functional; safety/ stability; pure challenge; autonomy/independence; general management and the entrepreneur creativity.

The study showed that the career anchors concept can help to clarify the self-image that the people develop as their career develops. It is essential that the individual reflects widely, contextualizing the conditions and job opportunities and, in an introspective way, rethink about their anchor so that they can make better plans and career choices.

The professional principal responsibility is to self evaluate and share his aspirations and talents with the specify career manager in the organization. If an individual don't know his necessities and inclinations, the career difficultly will be managed constructively. The individual needs to communicate to make intelligent choices needs to communicate clearly with their partners and superiors responsible for their evaluation part to make intelligent choices. It is unreal to wait that the organization managers and direction

understand their employees so well in point to make decisions about careers that can be valid to the interested. In last instance, the people need to learn to manage their own career.

The population of this study can be constituted in a limitation, because impede its discussion on the studied area. We recognize, although, that the tracked way favored to seize the important points to the health people management who waves to the pertinent and investigation continuity potentiality in this range, that contribute to the knowledge and that qualify the practices so far developed.

It has a great value, however, to promote the continuity of this kind of study to other scenarios.

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