



# PRE-PANDEMIC CLIMATE AND JOB SATISFACTION OF NURSING STAFF IN AN EMERGENCY SERVICE

CLIMA Y SATISFACCIÓN LABORAL PREPANDEMIA DEL PERSONAL DE ENFERMERÍA EN UN SERVICIO DE EMERGENCIA

Melina Liliana Chávez Patilongo<sup>1,a</sup> , Maritza Dorila Placencia Medina<sup>2,b</sup> , María Elena Muñoz Zambrano<sup>2,3,c,d</sup> ,  
Margot Quintana Salinas<sup>2,4</sup> , Amelia Olortegui Moncada<sup>2,5,e</sup>

## ABSTRACT

**Objective:** To determine the relationship between work environment and job satisfaction of nursing staff in the emergency service of Hospital de Vitarte. **Methods:** Quantitative, correlational and cross-sectional research. The population and sample consisted of 70 members of the nursing staff of the emergency service. With the prior informed consent of each participant, two questionnaires validated in other studies were applied through a survey. **Results:** The participating nursing staff was mainly between 30 and 39 years old (50%), was female (62,9%), with the same number of professionals and technicians, with a slight predominance of contracted (51,4%) and had between 6 to 10 years of service. The dimensions of the work environment: self-realization (81,4%), work involvement (82,9%), supervision (82,9%) and communication (54,3%) were considered moderately favorable; working conditions were unfavorable (42,9%). The dimensions of satisfaction: physical conditions - materials (81,43%), administrative policies (72,86%) were unsatisfactory; while in social benefits - remuneration (87,14%), social relationships (47,14%), personal development (65,71%), task development (72,86%) and performance beyond the position (80%) were moderately satisfactory. The work environment was considered moderately favorable (48,57%) and job satisfaction was moderately satisfactory (42,86%). **Conclusions:** A statistically significant relationship was found between work environment and job satisfaction ( $p=0,023$ ) in the nursing staff in the emergency service of the Hospital de Vitarte.

**Keywords:** Working conditions; Job satisfaction; Nurses; Emergency Service; Hospital. (Source: MESH-NLM)

## RESUMEN

**Objetivo:** Determinar la relación entre clima laboral o ambiente de trabajo y satisfacción laboral del personal de enfermería en el servicio de emergencia del Hospital Vitarte. **Métodos:** Investigación cuantitativa, descriptivo correlacional y transversal. La población muestra estuvo conformada por 70 miembros del personal de enfermería del servicio de emergencia. Previo consentimiento informado de cada participante, a través de una encuesta, se aplicaron dos cuestionarios validados en otros estudios. **Resultados:** El personal de enfermería participante estaba principalmente entre 30 a 39 años de edad (50%), era femenino (62,9%), con la misma cantidad de profesionales y técnicos, con ligero predominio de contratados (51,4%) y tenía entre 6 a 10 años de servicio. Las dimensiones del clima laboral: autorrealización (81,4%), involucramiento laboral (82,9%), supervisión (82,9%), comunicación (54,3%) fueron consideradas medianamente favorable; y las condiciones laborales fueron desfavorables (42,9%). Las dimensiones de la satisfacción: condiciones físicas - materiales (81,43%), políticas administrativas (72,86%) fueron insatisfactorias; mientras que en beneficios sociales - remunerativos (87,14%), relaciones sociales (47,14%), desarrollo personal (65,71%), desarrollo de tareas (72,86%) y desempeño más allá del puesto (80%) fueron medianamente satisfactorias. El clima laboral fue considerado medianamente favorable (48,57%) y la satisfacción laboral fue medianamente satisfactorio (42,86%). **Conclusiones:** Se halló relación estadísticamente significativa entre clima laboral y satisfacción laboral ( $p=0,023$ ) en el personal de enfermería en el servicio de emergencia del Hospital de Vitarte.

**Palabras clave:** Ambiente de trabajo; Satisfacción en el trabajo; Enfermeras; Servicio de Urgencia en Hospital. (Fuente: DeCS-BIREME)

<sup>1</sup> Hospital Vitarte. Lima Perú.

<sup>2</sup> Universidad Nacional Mayor de San Marcos. Lima Perú.

<sup>3</sup> Instituto Nacional de Salud. Lima Perú.

<sup>4</sup> Instituto Centro de Investigación de Bioquímica y Nutrición, Lima, Perú.

<sup>5</sup> Hospital Central Fuerza Aérea. Lima Perú.

<sup>a</sup> Lic. Nurse. Master of Health Services Management

<sup>b</sup> Pharmaceutical chemistry. Dr. in Pharmacy and Biochemistry.

<sup>c</sup> Medical Technologist.

<sup>d</sup> Clinical Laboratory and Pathological Anatomy. PhD. Health and Development in the tropics.

<sup>e</sup> Occupational Therapist, Master in Gerontology.

Cite as: Chávez-Patilongo ML, Placencia-Medina MD, Muñoz-Zambrano ME, Quintana-Salinas M, Olortegui-Moncada A. Pre-pandemic climate and job satisfaction of nursing staff in an emergency service. Rev Fac Med Hum. 2023;23(2):101-109. [doi:10.25176/RFMH.v23i2.5646](https://doi.org/10.25176/RFMH.v23i2.5646)

Journal home page: <http://revistas.urp.edu.pe/index.php/RFMH>

Article published by the Magazine of the Faculty of Human Medicine of the Ricardo Palma University. It is an open access article, distributed under the terms of the Creative Commons License: Creative Commons Attribution 4.0 International, CC BY 4.0 (<https://creativecommons.org/licenses/by/4.0/>), that allows non-commercial use, distribution and reproduction in any medium, provided that the original work is duly cited. For commercial use, please contact [revista.medicina@urp.edu.pe](mailto:revista.medicina@urp.edu.pe)





## INTRODUCTION

The World Health Organization (WHO) estimates that there are 59.2 million paid health workers globally. However, it also identifies the density of the minimum health personnel to achieve the Millennium Development Goals (MDG) and indicates that 57 countries have a deficit of 2.4 million doctors and nurses<sup>(1)</sup>. International organizations such as the International Council of Nurses (ICN), the WHO, and the International Labor Organization (ILO) are periodically evaluating the situation of health personnel in each country with the aim of enabling decisions that optimize the management of people in the health system. Organizations today must join the global demands for quality and competitiveness, whose adaptation requires the provision of motivated and satisfied people<sup>(2)</sup>.

Nursing staff may show discomfort in their work environment related to their professional satisfaction<sup>(3)</sup>. The work climate, also called organizational climate or work environment, is a series of characteristics within an organization<sup>(4)</sup>. It refers to the work environment, whose perception awakens, in the worker, a fundamental element, because it will have an impact on work behavior<sup>(5)</sup>.

Besides, job satisfaction, a set of emotional responses, positive or negative attitudes perceived by the workers of an institution, is essential because it is linked to organizational behavior and, in turn, is an indicator of the quality of work service<sup>(6)</sup>. In the nursing professional, it is an indicator of personal growth with respect to the relationship with their co-workers<sup>(7)</sup>. The importance of job satisfaction for nurses in caring for patients is essential in the daily life of the workforce; low satisfaction will influence the quality of service provision and commitment to organizations<sup>(8)</sup>.

Job satisfaction and organizational climate are variables linked to well-being, as well as to the quality of life of individuals within their workplace, and, therefore, have an impact on their performance<sup>(9)</sup>. These are two factors of work environments that are of great importance, since they are related to the performance of workers and the effectiveness of organizations<sup>(10)</sup>. Nursing staff, who work in an institution, are affected by various factors that affect their effectiveness. The values of the establishment and each person affect the work

environment; if they are not adequate, they create a tense and ambiguous climate that decreases the effectiveness of staff activities, which affects the quality of care provided<sup>(11)</sup>. Nursing needs an environment that develops or enhances their work skills; This is given by the harmony of two factors: the first, a personal motivator that integrates personal expectations with development at work, and the second, aspects provided by the work environment to improve conditions in their actions<sup>(12)</sup>.

The aim of the research was to determine the relationship between work environment and pre-pandemic satisfaction in the nursing staff of the Emergency service of a national hospital.

## METHODS

### Design and study population

The study is quantitative, with a descriptive, cross-sectional and correlational design. The population and sample consisted of 70 nursing staff who work in the Emergency service of the Hospital de Vitarte. The sampling was census, since all met the selection criteria of accepting to participate in the study.

### Variables and instruments

The variables studied were work environment and job satisfaction. The instruments used were two validated. The work environment questionnaire<sup>(13)</sup> consists of 50 items, grouped into the dimensions: supervision, communication, working conditions, self-actualization and involvement. It is designed on a Likert scale from 1 to 5 where 1 is considered the lowest and 5 the highest. The rating is: very unfavorable (50 to 89 points), unfavorable (90 to 129 points), medium or moderately favorable (130 to 169 points), favorable (170 to 209 points) and very favorable (210 to 250 points). The Job Satisfaction Questionnaire (SL-SPC)<sup>(14)</sup> consists of 36 items grouped into the following dimensions: physical and/or material conditions, labor and/or remunerative benefits, administrative policies, social relations, personal development, task development, and relationships with authority. Likert-type responses from 1 to 5, where 1 is the lowest and 5 is the highest. The rating modality is as follows: very dissatisfied (92 points), dissatisfied (93 to 111 points), medium or moderately satisfied (112 to 148 points), satisfied (149 to 167 points) and very satisfied (168 to 180 points).

### Procedures

The technique applied was the survey, carried out in a meeting held by the nursing staff and, later, in the shifts held by those who did not attend said event.

### Statistical analysis

In the descriptive analysis, absolute and relative frequencies were calculated. To apply the questionnaires (13,14), a pilot test was previously carried out on 30 nurses and nursing technicians who did not participate in the study, and a Cronbach's Alpha of 0.932 was obtained for the work environment and 0.922 for the of job satisfaction, considered acceptable. For statistical inference, the Chi-Square test of independence ( $\chi^2$ ) was used at 95% reliability ( $\alpha=0.05$ ). The Ethics and Research Committee of the Hospital de Vitarte authorized the study with Provided No. 029-2016. Informed consent was requested from each study

participant. Ethical principles in research in humans were considered, and the data obtained was only used for research.

### RESULTS

The average age of the participants was  $37.5 \pm 6.6$  years, the age group of 30 - 39 years was the most numerous (75.7%), there was a female predominance (62.9%), the occupational group of nursing technicians was equal to the professional, with a slight predominance of hired personnel (51.4%). The average years of service was  $8.8 \pm 6.3$  years and the majority had a service time between 5 and 9 years: 44.3%. (Table 1)

**Table 1.** Sociodemographic data of the nursing staff in the emergency department.

Characteristic	N (%)
<b>Total</b>	70 (100%)
Age (mean $\pm$ SD)	$37.5 \pm 6.6$
25-29 years old	4 (5.7%)
30-34 years old	18 (25.7%)
35-39 years old	35 (50.0%)
40-44 years old	4 (5.7%)
45-49 years old	2 (2.9%)
50-54 years old	4 (5.7%)
55-59 years old	3 (4.3%)
<b>Gender</b>	
Male	19 (27.1%)
Female	51 (62.9%)
<b>Occupational Group</b>	
Nursing Technician	35 (50.0%)
Nursing	35 (50.0%)
<b>Employment Status</b>	
Contracted	36 (51.4%)
Appointed	34 (48.6%)
Years of service (mean $\pm$ SD)	$8.8 \pm 6.3$
1-4 years	20 (28.6%)
5-9 years	31 (44.3%)
10-14 years	8 (11.4%)
15-19 years	3 (4.3%)
20-24 years	6 (8.6%)
25 years or more	2 (2.9%)

Source: Survey applied to the nursing staff of the emergency department.



The work climate perceived by the nursing staff in the dimensions of self-actualization (81.4%), work involvement (82.9%), supervision (82.9%),

communication (54.3%) were moderately favorable; however, working conditions were predominantly unfavorable (42.9%) (table 2).

**Table 2.** Work environment according to its dimensions in the nursing staff.

Dimensions of the work environment	N (%)
<b>Self-realization</b>	
Unfavorable	6 (8.6%)
Medium	57 (81.4%)
Favorable	7 (10.0%)
<b>Work involvement</b>	
Unfavorable	7 (10.0%)
Medium	58 (82.9%)
Favorable	5 (7.1%)
<b>Supervision</b>	
Unfavorable	5 (7.1%)
Medium	58 (82.9%)
Favorable	7 (10.0%)
<b>Communication</b>	
Unfavorable	0 (0.0%)
Medium	38 (54.3%)
Favorable	32 (45.7%)
<b>Working conditions</b>	
Unfavorable	30 (42.9%)
Medium	16 (22.9%)
Favorable	24 (34.3%)

Source: Survey applied to emergency department nursing staff.

No participant was satisfied with the physical-material conditions of their work environment; few were satisfied with the social-remunerative benefits (1.4%) and with the administrative policies (2.9%); on the other hand, more than 70% were dissatisfied with the

physical-material conditions (81.4%) and administrative policies (72.9%). Over 70% were moderately dissatisfied with the social-remunerative benefits (87.1%), performance beyond the post, personal development (60%) and tasks (72.9%) (table 3).

**Table 3.** Job satisfaction according to its dimensions in nursing staff.

Dimensions of satisfaction	N (%)
<b>Physical-material conditions</b>	
Unsatisfied	57 (81.43%)
Moderately satisfied	13 (18.57%)
Satisfied	0 (0%)
<b>Social-remunerative benefits</b>	
Unsatisfied	8 (11.43%)
Moderately satisfied	61 (87.14%)
Satisfied	1 (1.43%)
<b>Administrative policies</b>	
Unsatisfied	51 (72.86%)
Moderately satisfied	17 (24.29%)
Satisfied	2 (2.86%)
<b>Social relationships</b>	
Unsatisfied	24 (34.29%)
Moderately satisfied	33 (47.14%)
Satisfied	13 (18.57%)
<b>Personal Development</b>	
Unsatisfied	14 (20%)
Moderately satisfied	46 (65.71%)
Satisfied	10 (14.29%)
<b>Task development</b>	
Unsatisfied	7 (10%)
Moderately satisfied	51 (72.86%)
Satisfied	12 (17.14%)
<b>Performance beyond the position</b>	
Unsatisfied	10 (14.29%)
Moderately satisfied	56 (80%)
Satisfied	4 (5.71%)

Source: Survey applied to emergency department nursing staff.

The nursing staff, overall, found the work environment to be moderately favorable (48.57%) and job

satisfaction to be moderately satisfactory (42.86%) (Table 4).

**Table 4.** Overall results of the level of work environment and job satisfaction.

Work environment	N (%)	Job satisfaction	N (%)
Unfavorable	25 (35.71%)	Unsatisfied	27 (38.57%)
Medium	34 (48.57%)	Moderately satisfied	30 (42.86%)
Favorable	11 (15.71%)	Satisfied	13 (18.57%)
Total	70 (100%)	Total	70 (100%)

Source: Survey applied to the nursing staff of the Emergency Department.

According to the sociodemographic characteristics and job satisfaction results, no p value is less than 0.05; therefore, the null hypothesis is not rejected. Therefore,

there is not enough evidence to say that there is an association between any of the characteristics and job satisfaction.

**Table 5.** Socio-demographic characteristics and job satisfaction

Characteristic	Job satisfaction			p-value
	Unsatisfied N (fila%)	Moderately satisfied Satisfied N (fila%)	Satisfied N (fila%)	
Age (mean $\pm$ SD)	37.9 $\pm$ 5.6	36.9 $\pm$ 6.9	38.2 $\pm$ 8.0	p=0.79*
<b>Gender</b>				
Female	16 (31.4%)	23 (45.1%)	12 (23.5%)	p=0.07 †
Male	11 (57.9%)	7 (36.8%)	1 (5.26%)	
<b>Occupational group</b>				
Nursing	13 (37.1%)	16 (45.7%)	6 (17.1%)	p=0.88 †
Nursing technician	14 (40.0%)	14 (40.0%)	7 (20.0%)	
<b>Employment Status</b>				
Contracted	11 (30.6%)	18 (50.0%)	7 (19.4%)	p=0.34 †
Appointed	16 (47.1%)	12 (35.3%)	6 (17.7%)	
Years of service (mean $\pm$ SD)	8.7 $\pm$ 5.4	8.7 $\pm$ 6.6	9.0 $\pm$ 7.6	p=0.35 *

\* Anova test † Fisher's exact test.

Table 6 shows a significant relationship between climate and job satisfaction, since the p values (p=0.023) are less than 0.05; therefore, the null hypothesis is rejected, having sufficient evidence to say that there is an association between climate and job satisfaction.

Those who indicated feeling job dissatisfaction also reported having an unfavorable work environment (55.6%). Likewise, the majority of those who indicated that they were satisfied at work would have a medium (46.1%) or favorable (30.8%) work environment.

**Table 6.** Correlation between work environment and job satisfaction.

Characteristic	Job satisfaction			P Value
	Unsatisfied n (fila%)	Moderately satisfied Satisfied n (fila%)	Satisfied n (fila%)	
UnfavorableFavorableMet 5 ± 9,6	7 ± 10,7	3 ± 4,6	p=0,023*	
Total	4 ± 4,2	3 ± 4,7	4 ± 2,0	p=0,023*
	8 ± 13,1	20 ± 14,6	6 ± 6,3	p=0,023*
	27 ± 27,0	30 ± 30,0	13 ± 13,0	p=0,023*

\*Pearson Chi2(4), † Fisher's exact test.

## DISCUSSION

In the study, a relationship was found between the work environment and the satisfaction of the nursing staff of the Emergency service at Hospital de Vitarte ( $p=0.023$ ). These results agree with Manosalvas V<sup>(15)</sup>, who states that it is possible to directly relate the work environment with satisfaction depending on the instruments used. Ortiz S<sup>(16)</sup> and Aguirre MH<sup>(17)</sup> also find a relationship between these two variables.

For almost half of the participants, the work environment is perceived as moderately favorable, and a third, unfavorable; this was somewhat lower than the nursing staff of a medical service where they found it between fair (78.6%) and low (21.4%) and none found it good<sup>(17)</sup>. Regarding job satisfaction, it was obtained that for four out of ten participants it was moderately satisfactory and only for two out of ten participants, satisfactory; the latter varies with the results of Méndez C, in which no nurse from the Medicine service of the Hospital Belén de Trujillo is satisfied<sup>(18)</sup>.

The work climate has dimensions that can be measured in an organization that influence behavior, by directly affecting the satisfaction and performance of individuals<sup>(19)</sup>. A study raises nine dimensions: structure, responsibility, reward, challenge, relationships, cooperation, standards, conflict, and identity<sup>(20)</sup>. Although our study does not use that classification, but rather five dimensions: self-actualization, work involvement, supervision-communication, and work condition, they can be related to responsibility, challenge, standards-relationships, and reward.

In the study, the self-realization dimension was qualified mainly as moderately favorable (81.4%), since their work allows them to learn, develop, and fulfill their work, but the achievements would be valued little, although there are opportunities to progress. Cortés J found that nurses perceive themselves as accomplished, but they lack incentives, such as training, that allow them to develop personally<sup>(21)</sup>.

Regarding the dimensions of job satisfaction, the assessment of moderately satisfactory to developing tasks, social benefits and relationships with authority was notorious. To the extent that the tasks are interesting and offer learning opportunities, job satisfaction, acceptance of responsibilities and promotion opportunities are activated; on the other hand, camaraderie among employees impacts on the attitude towards job satisfaction, which is valued with process theory, which is composed of equity and expectation.

According to Torres S (22), dissatisfaction would be the result of the perception of absent equity. Another aspect that stands out is that nine out of 10 participants expressed job dissatisfaction regarding physical conditions. The infrastructure that is expected for an adequate service would be a spacious and comfortable environment due to the number of patients served. Working in an environment with poor lighting, poor ventilation, inappropriate temperature, noise that increases stress, an inaccessible location that facilitates the rapid transfer of the patient to other services, insufficient distribution of personnel that can provide care and overcome difficulties are factors that must be taken into account to overcome them and achieve a



satisfactory work environment. Furthermore, another factor to observe is the materials and equipment available, which are sometimes deficient and scarce, as well as biosafety conditions, which are essential to guarantee the staff's health and the patient's well-being. Regarding the work schedule, which is related to the quality of care, work efficiency, and the physical and mental exhaustion of the staff, there is a similarity with the study by Gonzales P, who mentions that the care staff is dissatisfied with the conditions environment, infrastructure, and resources, which would be working conditions<sup>(23)</sup>.

Practically, nine out of 10 participants were moderately satisfied with the social benefits; this could be due to the difference between the salary received by professional nursing staff and technical staff or the status of appointed or contracted staff. The latter do not receive the same economic incentives and benefits. To this is added the time of service, since the more years worked, the payment is higher, as well as those who have specialized studies: they receive an additional bonus.

The salary symbolizes the economic compensation for the activities carried out<sup>(24)</sup>; it is expected to be fair and meet personal expectations and demands. This would be reflected in greater job satisfaction by motivating workers and, even, in their behavior towards achieving the objectives of the institution<sup>(25)</sup>. In a study carried out on nurses, in a social security hospital in Peru, it was found that 75.5% presented sufficient performance; 66.7%, a service time greater than or equal to six years and 96.2% have a specialty<sup>(26)</sup>. Eight out of 10 participants were dissatisfied or moderately satisfied

with the administrative policies, which could be due to a poor link between the vision and mission of the institution and the service and, also, to not having a very clear operational and strategic activity plan. that guides towards the achievement of objectives. Most of the nursing staff would not know all the norms or guidelines of the institution, since they become more involved with care work and leave management and administration aside. Brunet L<sup>(27)</sup> points out that the behavior acquired by workers is directly due to administrative behavior and the organizational realities that they appreciate; therefore, it is asserted that the reaction will be defined by the perception. This result is similar to the study by Bautista C, in which the nurses expressed dissatisfaction in the political-administrative dimension<sup>(28)</sup>.

The limitation of this study was the waiting time to apply the instrument to the entire sample since it depended on the shift and available time of the participants. However, it was possible to survey everyone, and the findings show that hospital management needs to implement strategies and make additional efforts to improve the climate and job satisfaction of its nursing staff; for example, generate assertive communication and promote courses, develop training workshops in order to have trained personnel, improve physical conditions, provide inputs and equipment; This will result not only in the quality of care provided to the patient, but also in the well-being of the staff, who would feel motivated and more committed to the institution.

## CONCLUSION

A positive relationship was found between the work environment and job satisfaction of the nursing staff of the Emergency Service of the Hospital de Vitarte ( $p=0.023$ ).

**Authorship Contribution:** MLCP and MDPM have participated in the article's conception, the data collection, writing, and approval of the final version. MEMZ performed the data analysis and final revision of the manuscript, and AOM and MQS, the discussion of the article, as well as the final revision of the manuscript.

**Financing:** Self-financed.

**Conflicts of interest:** None declared.

**Received:** September 22, 2022

**Approved:** June 06, 2023

**Correspondence:** Dra. María Elena Muñoz Zambrano.  
**Address:** Calle Micaela Bastidas 115, Urb. Santa Patricia. La Molina. Lima.  
**Telephone number:** 945 455 887  
**E-mail:** [mmunoz1@unmsm.edu.pe](mailto:mmunoz1@unmsm.edu.pe)





## REFERENCES

1. Chen L, Evans T, Anand S, Boufford JI, Brown H, Chowdhury M et al. Human resources for health: overcoming the crisis. *Lancet*, 2004, 364:1984–1990. Disponible en: <https://pubmed.ncbi.nlm.nih.gov/15567015/>
2. Contreras Ibacache, V., Reynaldos Grandon, K., & Cardona Alzate, L. (2015). Clima, Ambiente y Satisfacción laboral: un desafío para la enfermería. *Revista Cubana de Enfermería*, 31(1). Disponible en: <https://revenfermeria.sld.cu/index.php/enf/article/view/478/116>
3. Oblitas-Guerrero, S. M. (2020). Clima laboral y satisfacción del profesional de enfermería en el servicio de emergencias de un hospital público de Chiclayo, Perú. *Revista Experiencia en Medicina del Hospital Regional Lambayeque*, 6(1). Disponible en: <https://rem.hrlamb.gob.pe/index.php/REM/article/view/381>
4. Iglesias Armenteros, Annia Lourdes, & Torres Esperon, Julia Maricela. (2018). An approach to organizational climate. *Revista Cubana de Enfermería*, 34(1), e1257. Epub 01 de marzo de 2018. Recuperado en 14 de septiembre de 2022, en: [http://scielo.sld.cu/scielo.php?script=sci\\_arttext&pid=S0864-03192018000100016&lng=en](http://scielo.sld.cu/scielo.php?script=sci_arttext&pid=S0864-03192018000100016&lng=en)
5. Urán Vasco, Y. L. (2021). Clima laboral y los principales factores que influyen en el desempeño del equipo de enfermería de diferentes instituciones prestadoras de salud en las ciudades de Bogotá y Medellín en el último trimestre de 2020. Disponible en: <https://repositorio.iberu.edu.co/entities/publication/272818bc-fcd3-46de-9fcb-2453899e561e>
6. Merino-Plaza, María José, Carrera-Hueso, Francisco Javier, Roca-Castelló, María Rosa, Morro-Martin, María Dolores, Martínez-Asensi, Amparo, & Fikri-Benbrahim, Narjis. (2018). Relación entre la satisfacción laboral y la cultura de seguridad del paciente. *Gaceta Sanitaria*, 32(4), 352-361. Epub 07 de diciembre de 2020. Disponible en: <https://www.sciencedirect.com/science/article/pii/S0213911117301024?via%3Dihub>
7. Ñique Miranda, M. I. (2020). Clima organizacional y la satisfacción laboral del personal de enfermería en la unidad de cuidados intensivos Hospital Essalud Trujillo – 2019. Disponible en: <https://repositorio.ucv.edu.pe/handle/20.500.12692/47472>
8. Deza y Falcón, I., Villavicencio Guardia, M. C., & Gonzales Soto, C. L. (2020). Motivación de logro y satisfacción laboral de los profesionales de enfermería del Hospital de Tingo María en Huánuco, Perú. *Universidad y Sociedad*, 12(3), 61-66. Disponible en: <http://scielo.sld.cu/pdf/rus/v12n3/2218-3620-rus-12-03-61.pdf>
9. De la Cruz Pérez, L. R., & Ramírez Miranda, E. (2021). Clima organizacional y satisfacción laboral de las enfermeras de un centro quirúrgico de EsSalud, Lima 2017. *Revista Científica Agora*, 8(2), 47-52. doi: [10.21679/arc.v8i2.218](https://doi.org/10.21679/arc.v8i2.218)
10. Olusegun Emmanuel, A & Olusoji James G. (2020) Work environment and job satisfaction among nurses in government tertiary hospitals in Nigeria. *Rajagiri Management Journal*, Vol 14 N°1, pag 72. Disponible en: <https://www.emerald.com/insight/content/doi/10.1108/RAMJ-01-2020-0002/full/html>
11. García I. (2014). La formación del clima psicológico y su relación con los estilos de liderazgo. Tesis doctoral, programa de doctorado en psicología social, Universidad de Granada. Nueva México Guanajuato, México. Disponible en: <https://dialnet.unirioja.es/servlet/tesis?codigo=72512>
12. Herrera-Amaya, G., & Manrique-Abril, F. (2019). Satisfacción laboral de enfermería. diferencias de ámbitos en atención primaria en salud y cuidado intensivo. *Duazary*, 16(-), 74-86. doi: [10.21676/2389783X.2943](https://doi.org/10.21676/2389783X.2943)
13. Palma S. Escala clima laboral (CL -SPC). 2004. Manual. Lima, Perú. Disponible en: <https://repositorio.usmp.edu.pe/handle/20.500.12727/3824?locale-attribute=es>
14. Palma S. Escala de Satisfacción Laboral (SL-SPC). 2005. Manual. Lima, Perú: Editora y Comercializadora CARTOLAN EIRL. Disponible en: <https://www.studocu.com/pe/document/universidad-catolica-sedes-sapientiae/psicologia/manual-satisfaccion-laboral-2020/15725356>
15. Manosalvas Vaca, Carlos Aníbal, Luis Oswaldo Manosalvas Vaca, and Jorge Nieves Quintero. "Clima organizacional y satisfacción laboral: un riguroso análisis cuantitativo de su relación". *AD-ministro* 26 (2015): 5-15. Disponible en: [http://www.scielo.org.co/scielo.php?pid=S1692-02792015000100001&script=sci\\_abstract&tlng=es](http://www.scielo.org.co/scielo.php?pid=S1692-02792015000100001&script=sci_abstract&tlng=es)
16. Ortiz Serrano P, Cruz García L. Estudio sobre clima y satisfacción laboral en una empresa comercializadora. *Psicología para América Latina*. julio de 2008;(0-13). Disponible en: [http://pepsic.bvsalud.org/scielo.php?script=sci\\_arttext&pid=S1870-350X2008000200017](http://pepsic.bvsalud.org/scielo.php?script=sci_arttext&pid=S1870-350X2008000200017)
17. Aguirre MH. Relación entre clima y satisfacción laborales en una empresa de hidrocarburos. *Revista Ciencia y Tecnología*. Año 2021;17(4):91-103. Disponible en: <https://revistas.unitru.edu.pe/index.php/PGM/article/view/4068>
18. Méndez Cruz RM. Nivel de clima y satisfacción laborales en enfermeras del servicio de medicina de mujeres - ictus Hospital Belén de Trujillo, 2014. Disponible en: <https://repositorio.unapiquitos.edu.pe/handle/20.500.12737/5191> *Universidad Nacional de la Amazonia Peruana [Internet]*, 2015 [citado 20 de agosto de 2022]; Disponible en: <https://repositorio.unapiquitos.edu.pe/handle/20.500.12737/5191>
19. Brunet, L. "El clima de trabajo en las organizaciones. diagnóstico y consecuencia." (2011). Disponible en: <https://corganizacion1.files.wordpress.com/2017/02/el-clima-de-trabajo-en-las-organizaciones.pdf>
20. Villegas Díaz MP. Análisis del clima organizacional según modelo de Litwin y Stringer, en el Colegio ABC School, y las propuestas de mejora. *Universidad Nacional de San Agustín de Arequipa [Internet]*. 2018 [citado 28 de agosto de 2022]; Disponible en: [https://alicia.concytec.gob.pe/vufind/Record/UNSA\\_465c34a864f118f6d6ebc60b0f18439](https://alicia.concytec.gob.pe/vufind/Record/UNSA_465c34a864f118f6d6ebc60b0f18439)
21. Cortés Jiménez NM. Diagnóstico del clima organizacional Hospital Dr. Luis F. Nachón, Xalapa, Ver., 2009 [Internet]. *Universidad Veracruzana. Instituto de Salud Pública. Región Xalapa*; 2009 [citado 17 de agosto de 2022]. Disponible en: <https://www.medigraphic.com/cgi-bin/new/resumen.cgi?IDARTICULO=42038>
22. Torres-Barrera, Sara, et al. "Absentismo y su relación con satisfacción laboral de enfermería en una unidad médica de segundo nivel." *Rev Enferm Inst Mex Seguro Soc* 15.3 (2007): 147-153. Disponible en: <https://www.medigraphic.com/cgi-bin/new/resumen.cgi?IDARTICULO=18914>
23. Pablos-González M.<sup>a</sup> del Mar, Cubo-Delgado Sixto. Satisfacción laboral de las enfermeras de los Hospitales Públicos de Badajoz. *Medicina. seguro trab.* [Internet]. junio de 2015 [citado el 17 de agosto de 2022]; 61 (239): 195-206. Disponible en: [https://scielo.isciii.es/scielo.php?script=sci\\_abstract&pid=S0465-546X2015000200006](https://scielo.isciii.es/scielo.php?script=sci_abstract&pid=S0465-546X2015000200006)
24. Muhammad S. C., Hazoor, M. S., Rafi, N., y Masood, N. K. (2011). Exploring the relationship between salary satisfaction and job satisfaction: a comparison of public and private sector organizations. *The Journal of Commerce*, 4(3), 2118-2218. *Memoria del XI Congreso de la Red Internacional de Investigadores en Competitividad*; noviembre 2017: 139-157. ISBN 978-607-96203-0-6. Disponible en: [https://www.researchgate.net/publication/321905698\\_EXPLORING\\_THE\\_RELATIONSHIP\\_BETWEEN\\_SALARY\\_SATISFACTION\\_AND\\_JOB\\_SATISFACTION\\_A\\_COMPARISON\\_OF\\_PUBLIC\\_AND\\_PRIVATE\\_SECTOR\\_ORGANIZATIONS](https://www.researchgate.net/publication/321905698_EXPLORING_THE_RELATIONSHIP_BETWEEN_SALARY_SATISFACTION_AND_JOB_SATISFACTION_A_COMPARISON_OF_PUBLIC_AND_PRIVATE_SECTOR_ORGANIZATIONS)
25. Oshagbemi T. Correlates of pay satisfaction in higher education. *International Journal of Educational Management*. 1 de enero de 2000;14(1):31-9. Disponible en: <https://www.emerald.com/insight/content/doi/10.1108/09513540010310387/full/html>
26. Atención DQ, Tarqui-Maman C. Desempeño laboral del profesional de enfermería en un hospital de la Seguridad Social del Callao – Perú. *Archivos de Medicina (Col)*. 2020; 20(1): 123-32. Disponible en: <https://www.redalyc.org/journal/2738/273862538013/html/>
27. Brunet, Luc. "El clima en las organizaciones". México: Trillas (1999). Disponible en: <https://www.redalyc.org/pdf/2250/225014900004.pdf>
28. Bautista Cuadros AM, More Yarleque AM, Bonifacio Mamani YF. Satisfacción laboral de enfermería y seguridad integral del paciente quirúrgico. *Mayo, Lima-2017*. 2017 [citado 2 de agosto de 2022]; Disponible en: <https://repositorio.upch.edu.pe/handle/20.500.12866/921>