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INTEGRATIVE REVIEW ARTICLE

IMPACT OF STAFF TRAINING IN THE HEALTH WORKING PROCESS: AN INTEGRATIVE REVIEW

IMPACTO DO TREINAMENTO DE EQUIPE NO PROCESSO DE TRABALHO EM SAÚDE: REVISÃO INTEGRATIVA

IMPACTO DE LA CAPACITACIÓN DEL PERSONAL DE LA SALUD: UNA REVISIÓN INTEGRADORA

Daniele Bernardi da Costa¹, Simone Domingues Garcia², Marli Terezinha Oliveira Vannuchi³, Maria do Carmo Lourenço Haddad⁴

ABSTRACT

Objective: analyzing the national and international scientific production about the assessment of the impact of training health teams programs. **Method:** an integrative review conducted in the Cochrane Library, VHL and SciELO, in the databases Lilacs, Medline, BDEnf and through the Google Scholar search tool, in the period 2001-2011, from the question << Are there references in scientific publications about evaluation of the impact caused by training programs of teams in professional practice in health? >> The descriptors were: evaluation, in-service training and human resources. The sample consisted of 10 items. **Results:** two categories were formed << The transformations experienced with the practice of training and strategies of impact on evaluations: challenges and achievements >>. **Conclusion:** the technology provides significant changes in work, requiring greater investment in training and organizational support to enable professionals. **Descriptors:** Evaluation; Inservice Training; Human Resources.

RESUMO

Objetivo: analisar a produção científica nacional e internacional sobre a avaliação de impacto de programas de capacitação de equipes de saúde. **Método:** revisão integrativa realizada nas Bibliotecas Cochrane, BVS e Scielo, nas bases de dados Lilacs, Medline, BDEnf e pela ferramenta de pesquisa Google Acadêmico, no período de 2001 a 2011, a partir da questão << Em publicações científicas há referências as avaliações de impacto causado por programas de capacitação de equipes na prática profissional em saúde? >> Os descritores foram: avaliação, capacitação em serviço e recursos humanos. A amostra correspondeu a 10 artigos. **Resultados:** formaram-se duas categorias << As transformações vivenciadas com a prática dos treinamentos e estratégias de impacto nas avaliações: desafios e conquistas >>. **Conclusão:** a tecnologia proporciona mudanças significativas no trabalho, exigindo maiores investimentos em treinamentos e apoio organizacional para capacitar profissionais. **Descritores:** Avaliação; Capacitação em Serviço; Recursos Humanos.

RESUMEN

Objetivo: analizar la producción científica nacional e internacional acerca de la evaluación de impacto de los programas de entrenamiento de los equipos de salud. **Método:** una revisión integradora llevada a cabo en las Bibliotecas Cochrane, BVS y SciELO, en las bases de datos LILACS, Medline, BDEnf y la herramienta Google Académico de búsqueda, en el período 2001-2011, a partir de la pregunta << ¿Hay referencias en publicaciones científicas acerca de las evaluaciones del impacto causado por los programas de formación de equipos de práctica profesional en salud? >> Los descriptores fueron: evaluación, formación en el empleo y los recursos humanos. La muestra consistió en 10 artículos. **Resultados:** se formaron dos categorías << Las transformaciones experimentadas con la práctica de capacitación y estrategias de impacto en las evaluaciones: retos y logros. **Conclusión:** la tecnología ofrece cambios significativos en el trabajo, que requiere una mayor inversión en formación y apoyo organizativo para la capacitación de los profesionales. **Descriptores:** Evaluación; Capacitación en Servicio; Recursos Humanos.

¹Nurse, Master of Nursing, Nursing School of Ribeirão Preto/EERP-USP. Londrina (PR), Brazil. Email: danielebernardi@hotmail.com;

²Nurse, Master of Nursing, State University of Londrina/UEL. Londrina (PR), Brazil. Email: sidomingues@yahoo.com.br; ³Nurse, Professor of Public Health, Nursing Department, State University of Londrina/UEL. Londrina (PR), Brazil. Email: vannuchi@sercomtel.com.br;

⁴Nurse, Professor of Nursing, Nursing Department, State University of Londrina/EUEL. Londrina (PR), Brazil. Email: carmohaddad@gmail.com

INTRODUCTION

In the process of health professionals' education, continuous training initiatives are characterized by the relationship with the institution's work process, aiming to transform the practices.¹ For this, the pedagogical assumptions are presented as the discussion of reality from the elements that make sense to those responsible professionals in the search for better working conditions and quality of services. In this training process, the use of technologies should allow a significant learning, supported in reflective thought, dialogic, contextual, and collaborative and constructive.¹

The human resource management in companies and health institutions should ensure efficiency, efficacy and effectiveness of services, based on recommended by the Unified Health System (SUS) in the design work as a team and participatory management, with emphasis on education of workers involving training as an essential component for achieving changes in the quality of services provided.²

It is said that the training teams and ratings of these processes involve several areas, beyond the health professionals, considering that different work processes require preparation and specific study so you can match the one recommended by both public and private institutions.

It is considered that the proposals and educational activities, such as continuous, lifelong education and training services can provide a new vision, stimulating observation and reflection by professionals, promoting, increasingly, developing their skills and attitudes. Thus, an education program aimed at professionals requires the development of a dynamic planning, participatory, interdisciplinary with defined objectives, that meets both the institution involved as its professional.³

It is common in all health services the practice of educational programs, but are perceived difficulty finding examples of evaluations of their results in motivating the search for literary experience which has ways of assessing the impact of programs used in professional training in work practice.

Thus, this study aims at:

- Analyzing the production of knowledge in national and international publications on impact assessment of training health teams programs.

METHOD

This is a bibliographic study of integrative review type. It is relevant to the use of this method of study when the number of references related to the topic is scarce. It is considered that, to locate and integrate information developed by various authors discussing this subject, is possible identifying at what stage is the knowledge produced or even clarifying issues unresolved.⁴

We decided to take the following steps to perform this study: problem identification and definition of the research question; definition of inclusion and exclusion criteria of the articles; selection of databases and search of scientific production; choice of articles and analysis of included studies; development of discussion and review of the synthesis.⁵

In order to start the study, the problem is known to formulate the following question: "In scientific literature for references impact assessments caused by teams training programs in professional practice in health?"

It is noteworthy that the term impact in some cases is incorporated in the evaluation of results. The definition of the Development Assistance Committee (DAC) that will be used is: long-term effect, positive and negative, primary and secondary, produced by a development intervention, directly or indirectly, intentionally or involuntary.⁶ Evaluating the impact of training at work is to investigating the transfer of knowledge, skills and attitudes learned in educational action and improved performance at work, when performed in a reliable and systematic way, being able to monitor the efficiency and effectiveness of educational programs conducted by the institution. This is necessary due to the high costs involved in these actions.⁶

In the inclusion criteria there were used scientific articles in full for the assessment of impact on the work, published between 2001-2011 in Portuguese, English and Spanish, and to answer the research question. There were excluded: dissertations, extended abstracts and studies after reading the summary does not correspond to the purpose, in addition to the publications that were repeated in databases.

To search for articles used the following descriptors in Health Sciences in three languages included: evaluation, training services (synonymous with job training) and human resources. We used the combination of these using the Boolean AND operator and versus. We opted for the non-use of specific

descriptors of certain areas of health and nursing, so they do not limit the search, and with that, the number of articles found.

Following the methodological criteria, the integrative review was carried out in the Cochrane Library, Virtual Health Library (VHL), Scientific Electronic Library Online (SciELO), and in the databases: Latin American and Caribbean Health Sciences (LILACS), Medical Literature Analysis and Retrieval System online (Medline), Nursing Database (BDENF) and Google Scholar search tool.

The search was performed twice in the first half of 2011, in an interval of one month, using the same descriptors in an attempt to verify the emergence of new studies. The overtime was considered sufficient to use the same descriptors and how quickly the emergence of new scientific knowledge production in the virtual environment occurs.

The search for articles in the database was divided into two parts. At first the collection found 21 articles, 11 SciELO Virtual Library, two VHL two LILACS-six by Google Scholar search tool.

There was the complete reading of all articles, selecting 10 that corresponded to the purpose of the study and the research question. Different areas were identified mentioning the issue as: Marketing, Medicine, Psychology and Management.

In the second time, with the completion of the quest for the same descriptors, there was no addition of new studies and selected the first time were analyzed carefully.

The issues discussed in the studies relate to different aspects from the trainings conducted with the formulation of scales and the use of

parameters already established in the literature.

Information gathering of selected publications was performed using a validated instrument, so that it could extract maximum content.⁷

The next step was to perform a critical analysis of selected articles above, evaluating the authenticity criteria, methodological quality, representativeness and importance of the information.

In order to sorting the items according to the level of evidence was used study⁸ that divides the evidence in seven levels: 1. A systematic review or meta-analysis of all relevant randomized controlled trials or through revisions based clinical guidelines systematic randomized controlled trials; 2. At least one randomized controlled clinical trial designed well; 3. Well-designed clinical trials without randomization; 4. Cohort studies and well-designed case-control; 5. A systematic review of descriptive and qualitative studies; 6. A single descriptive or qualitative study; 7. Opinion by authorities and/or report of expert committees.

The data extracted from the articles were analyzed and summarized descriptively so that they could gather knowledge produced, and present them in the review were developed later two categories for interpretation and synthesis of knowledge.

RESULTS

The two categories constructed were << The transformations experienced with the practice of training >> and << Impact strategies on evaluations: challenges and achievements >>.

Title and Author	Year	Virtual Library/database/search Tool	Characteristics of the study (dissertation, article, objective methodology and results)	Level of evidence
Effects of training on individual and organizational performance Freitas IA, Borges-Andrade JE.(9)	2004	Google Scholar	Article. Objective: developing a method to identify training effects on performance of individuals and the organization. Methodology: quantitative, with interviews and questionnaires of self and hetero-evaluation. Results: the results showed that the impact to the job performance of individuals stood between good and great in 74% of the evaluated items.	VI
Development and validation of scales of training transfer support Abbad G, LH Sallorenzo. (10)	2001	Google Scholar	Article from doctoral thesis. Objective: constructing and validating scales of management support to training. Methodology: construction, semantic validation and statistical validation of a scale of managerial support to training. Results: the variables measured by means of an instrument of transfer support, described in this study, proved to be reliable and useful in	VI

				the investigation of impact of training on the job.	
Impact of a program for prophylaxis of venous thromboembolism in patients in four clinical hospitals of Salvador	2010	Lilacs	Rocha ATC P EF, Araújo DM, Cardozo DN Pereira ACH, Lee YY, et al. (11)	Article. Objective: implementing a hospital program for prophylaxis of venous thromboembolism (VTE) through the creation of a Commission of the lectures and the distribution of algorithms based on Brazilian Guideline for Prophylaxis of VTE. Methodology: transversal cut. Results: prophylaxis of VTE is underutilized in Brazilian hospitals. Continuing education classes and passive distribution algorithms of prophylaxis of VTE are insufficient to improve utilization, but improve the adequacy of prophylaxis.	IV
Confirmatory factor analysis of the scale of impact of training on work	2005	Scielo	Pilati R, Abbad g. (12)	Article. Objective: testing the empirical structure of an instrument training impact at work by means of structural equation modeling. Methodology: a quantitative analysis of a comprehensive database, totaling 2.966 subjects. Results: impact assessment Measures in amplitude are quite useful in comparison of effects of various trainings on the behavior of its participants, as it standardizes the assessment indicators, making it generics and objectives.	II
Training Evaluation System - SAT	2006	Google Scholar	Silva, ME. (13)	Article. Objective: deploying the training evaluation system - SAT. Methodology: there was used training evaluation in five levels: reaction, learning, behavior change in Office (impact assessment), Organization (organizational change) and final value (financial return). Results: the SAT has been effective for the company, is based on the results found in the reaction and impact assessments of training at work, is it possible to rephrase and introduce new strategies for the management of corporate education at Eletronorte.	III
Public training program evaluation: a study on the impact on work and employment generation	2005	Google Scholar	Mourão L, Borges-Andrade JE (14)	Article. Objective: evaluating a public training program, from the model of Hamblin. Methodology: experimental group and a control group, combining quantitative and qualitative methodologies. Results: the perception of the different evaluators confirmed the impact on behavior in Office and the experimental groups have greater organizational change and final value that the control group.	III
Development of measures on training evaluation	2002	Scielo	Borges-Andrade JE. (15)	Article. Objective: developing training evaluation measures. Methodology: we used the training evaluation in five levels: reaction, learning, behavior change in Office, organization and final value. Results: the necessity of coexistence with various methodological training evaluation strategies was recognized, but it is necessary to know better the conditions that lead to different methodological choices.	VI

Impact of training on the job via Internet	2005	Google Scholar	Article. *study is part of a broader search. Objective: testing a scale model of evaluation of training impact at work. Methodology: construction and statistical validation of five measuring instruments: Scales of learning strategies, instructional procedures reaction; reaction to the tutor's performance, lack of support to the transfer and impact in depth; and analysis of the relationship between the predictor variables related to the characteristics of the clientele, reactions to training, lack of support to the transfer and to the variable-criterion impact of training on the job. Results: The most valuable contributions of this study therefore consist in the construction and validation of five new rating scales of distance training that enabled the testing of reduced training evaluation models.	II
Zerbini T, Abbad g. (16)				
Impact of training on the job: investigating motivational and organizational variables as their predictive	2003	Scielo	Article. Objective: testing a model of evaluation of impact of Training on the job. Methodology: developed in three steps: (1) construction and validation of the Instrumental value of training; (2) improvement and validation of scales motivation to Learn, Motivation to transfer and Pre-training; (3) investigation of the relationship between characteristics of participants of the trainings (Motivation to learn and to transfer and Instrumental value), reactions and Support the transfer, as background variables, and impact of the Training on the job, as a criterion variable. Results: Among the results are improving and applying the instruments constructed and validated in this study in new organizations, courses and methodologies, in face-to-face and distance learning, using different variables, criterion to confirm its reliability and replication.	VI
Lacerda ERM, Abbad G. (17)				
Training impact evaluation in the area of rehabilitation: individual and situational predictors	2001	Google Scholar	Article. Objective: verifying the impact of short courses and average durations in the performance of trained professionals and to investigate the influence of such an impact. Methodology: 76 courses were evaluated, with average workload of 32 hours each, in theoretical modules carried out during training. Results: the psychosocial constraints playing central role in prediction of transfer of learning and suggest that the effectiveness of the training can be achieved through the development of actions that ensure the quality of instructional planning and outlining the post-training context.	VI
Borges-Andrade JE, SMV File, Pantoja MJ. (18)				

Figure 1. Distribution of articles selected and analyzed about the thematic evaluation of training impact at work, during the period from 2001 to 2011. Londrina-PR, 2011.

DISCUSSION

◆ The transformations experienced with the practice of the trainings

The development of educational activities such as training, is the subject of debate in the context of public health policy in the country.¹⁷ Thus, the organizational changes generated by knowledge gained in training

should be assessed and discussed with the understanding of what it takes managers invest time, resources and changes in the workplace.

It should be noted that the recognition of the importance of training within health organizations is an important step in the search for changes and improvement in the quality of service. The training prioritize learning as a way to develop the professional improvement of the functions performed and the appreciation of the role of each member in the construction of the work process.²⁰

The provided learning in training should focus on personal issues such as adaptation to changes, stress reduction, improved decisions, and increased efficiency in the performance of functions, reduced organizational errors and possible behavioral changes. The training also aims for organizations to reduce costs, changes in rates of absenteeism and turnover, conscious and appropriate use of material resources due the increase of knowledge about proper handling and costs, and ultimately higher quality and job satisfaction.²⁰

In the second study¹⁰ it was stated that, for the professional turn, his desktop does not just take part in training, there must be an organizational support. The knowledge and the will to do something effective and innovative way are not sufficient for there to be a positive transfer of training or technology.¹⁰

The third study¹¹ also questions the lack of a hospital policy by supporting the proposal of the program carried out during training was also questioned.

In the same study, in relation to the scales that assess the impact on the appropriateness of the use of thromboembolism prophylaxis in four hospitals in Salvador, Bahia, before and after conducting continuing education programs, the assessment instruments used were based on the objectives of the training, enabling specific analysis of each and resulting in a thorough analysis of each event. This study shows that after the implementation of the program and consequent achievements of the training there was significant improvement in the use of the correct dose of heparin and we started to use more mechanical prophylaxis.¹⁰

In organizations of health work process, it is important to dynamic communication and integration between the staff and members for the support of the unit / service, because the very feature of the provision of health care services requires an interaction that

supports service, breaking with the division of labor model and unequal social recognition of workers.²³

It is important to consider within an organization that the direction of the work process, to promote comprehensive health measures, allows for a sharing of responsibilities with all the actors of the health team so involving the role of manager. In this sense all must act together in a single direction, clearly defined by the health policies and assumptions that guide the institution, public or private.²³

Hospital policies of organizations increasingly need to be thought of in a comprehensive way, in which knowledge of different health professionals are valued for a possibility to incorporate new objects and technologies, thus providing an updated care and health dynamics.²³

In the analysis of the ninth¹⁷ and tenth¹⁸ studies have shown that organizations have made use of capabilities as important management tools in the professional preparation, strengthening them as a team member in the performance of different roles, and seeking significant changes within their workspaces.

Thus, the results generated by the training are not simple and accurate, need to be evaluated by different perspectives to leverage achievements for the team of professionals, managers and patients, the main beneficiaries of the generation of new knowledge.

♦ Impact on training strategies: challenges and achievements

Organizations in carrying out the planning of training and capacity building throughout the year, should aim at working proposals for improving the role of each professional and also the analysis and process reviews, so that the responsibility of the activities undertaken can be both professional and the organization.²⁰

As a challenge, the assessment of training brings advantages of working self-esteem of professionals, so that the same feel capable and valued without the misperception that built the new professional is much better than fired, making it a human being immune to failure.

It is essential creating between nurses and other members of the nursing staff familiarity among evaluations during the training, so that when evaluating the nurse can achieve change, exceedances of difficulties and personal growth and development

organization and vital strategies for quality improvement.²⁰

Companies need to integrate choosing the right man for the job along with a skilled and qualified professional, who can interact harmoniously in a community basis, through training activities consistent with his reality.²⁰

It is said that, for the effectiveness of training, the required knowledge of the organization must not be hampered by poorly formulated instruments or lack of clarity in the objectives and in the hiring, requiring full clarity of understanding of the participant group before and after the completion of the training.¹⁹ Achieves a higher efficiency when the construction of the training is done together with instructors and participants, comparing ideas, discussing proposals and thus, seeking higher quality and achievement for all.¹⁹

In the first study presented⁹, the results confirmed that the greatest impacts are on improving the technical competence in various aspects, and that this improvement was reflected in significant organizational results.

The fourth study showed different concepts of training, one of them as an action with the finality of promoting the improvement of performance, enable the professional to the use of new technologies and prepare it for new functions. These purposes are achieved through intentional systematic acquisition of skills and applying these at work.¹²

Making knowledge acquired by the professionals during training be transformed into skills and abilities is not an easy challenge to be achieved, but it can add valuable achievements for the institutions that are willing to follow the progress of their team.

It is worth noting that the instruments used as teaching strategies or evaluation in training should be improved as the need arises, the study said that four¹² in scale construction that it would be possible for improvement, and thus improve the adequacy ratios and as a consequence the necessary skills.

It was noticeable when analyzing the studies with all technological developments and over the years the training also evolved, there was a change in the teaching used, the purposes of training, which directly affects the evaluation models used. As each skill has its peculiarity, nothing more profitable than evaluate them in different ways.

Studies on the theme impact assessment at work, in accordance with established descriptors showed that the primary means of evaluating the impact of training in the work

environment can be done with the use of scales and self-assessments;^{12-14, 16} also points out that a training evaluation system is supported by a long-term change in corporate values to including the organization culture of continuous and objective measurement of processes and results of the actions of business education.¹³

When referring to the auto and hetero-assessments, they have often been used by companies interested in evaluating the impact of training on the job, because through such assessments is no confirmation of the learning acquired by the trainees and also the applicability of such knowledge in day-to-day work, so that his colleagues also the view. That is, after training, the employee returns to his desktop putting into practice his new knowledge, which leads to improvements not only for his tasks, but also changes the working process of those around.¹⁷⁻⁸

The recognition of the work transpired the extreme importance of valuing the health professional with the same concern that has to empower you. This is due to the fact that the feeling of pleasure at work is directly linked to the recognition of same.²²

It is noteworthy that invest in human resources for health is the main and most complex part of the instrument that has to reach or even walk toward the mission of an institution and therefore to have quality of life at work is necessary to experience the pleasure in activities developed.²²

CONCLUSION

After analyzing the periodic it was concluded that, although few studies address the theme, evaluate the impact of training on the job is becoming more necessary as the innovations and technological advances have provided changes in the work process of the companies and the human resources should be prepared to perform given so much technology and innovation.

It was found that the transformations generated by training require as much investment as organizational support, so that you can more than perfect professionals, you can generate changes in important issues that are part of the organizational culture of companies. Thus, assessing the impact of training on the job is an essential tool to verify reliably improving the actual service provided and effect of financial investment. This should be done in companies of all kinds also applying up health institutions.

Among the biggest challenges facing managers and their organizations is the

identification by means of different forms of impact assessments generated in order to providing quality services that meet the needs of its customers.

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Corresponding Address

Simone Domingues Garcia

Edifício Atlanta

Rua Salgado Filho, 2611 / Ap. 1105

CEP 85810-140 – Cascavel (PR), Brazil