



People Management in the Development Training Process in Organizations

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Abstract: The importance of training and development in organizations points out the main deficiencies that can occur with the lack of them, for the employee. The main objective of this literature review is to analyze the relevance of the training opportunity for improvements to employees and organizational development. Training permeates valuation and guarantees development within the company by resulting in motivation among them, generating a differential in the quality of the product or service in the market in which it operates.

Keywords: Training; Development; Management; People; Collaborator; Organization.

Gestão de Pessoas no Processo de Treinamento para Desenvolvimento nas Organizações

Resumo: A importância do treinamento e desenvolvimento nas organizações aponta as principais deficiências que pode ocorrer com a falta destes, para o colaborador. O principal objetivo desta revisão de literatura é analisar a relevância da oportunidade de treinamentos para melhorias aos colaboradores e o desenvolvimento organizacional. A capacitação permeia a valorização e garante o desenvolvimento dentro da empresa ao resultar em motivação entre os mesmos ao gerar um diferencial na qualidade do produto ou serviço no mercado em que atua.

Palavras-Chave: Treinamento. Desenvolvimento; Gestão; Pessoas; Colaborador; Organização.

Introduction

Managing people means managing what they do as a participant in the organization and, through strategic actions, formulate and achieve organizational goals. People Management (GA) is made up exclusively of people and any success or failure of the organization depends mainly on it.

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Its main duties are in the organization's development strategies in their entirety, being responsible for recruitment and selection, integration, performance, career planning, training and development, among others, thus considering an expressive gain for the employee and the organization.

According to Silveira & Filho (2013) strategies for managing people allows organizations to act preventively against the unnecessary wear and tear of individuals in ineffective practices or actions, directing them when and where to act correctly. The market scenario is increasingly competitive among companies, the ways that organizations act in the market, determine their survival and growth. New products and the application of new technologies in the production processes are achieved and overcome by the competition, it is enough that financial resources are readily available (Marchi, Sousa and Carvalho, 2013).

Given the context, it is necessary to adhere to processes aimed at people, that is, investing in the valorization of important competences for the maintenance of competitive advantage, preparing employees through skills and competences training and development. Given the above, the objective of this review is to analyze the state of the art in relation to the main impacts of people management, in the strategic conduct of training and development of employees in organizations.

Method

This is an integrative literature review study. The research was conducted in the Scielo, Science Direct and LILACS databases, from December 2019 to February 2020, from the crossing of the descriptors training, development, skills and organization. Studies published between the years of 2012 to 2020 were included, in a total of 10 studies (Table 1) by affinity and citation indexes. As a technique for data analysis, descriptive analysis was used, as systematized by Gil (2010).

Table 1. Selected articles for analysis description.

AUTHOR AND TITLE	PERIODIC	YEAR
Cardoso. M. F.; Cardoso. J.F.; Santos. S.R. O impacto da rotatividade e do absenteísmo de pessoal sobre o custo do produto: um estudo em uma indústria gaúcha,	Revista de Gestão, Finanças e Contabilidade , 3 (1), 107-121	2013
Carvalho, A.M. O impacto da tecnologia no mercado de trabalho e as mudanças no ambiente de produção	Evidência , 6 (6), 153-172	2010
Matias, E.P.B.; Moura, M.C.C. Quality of life at work: a case study on Federal Public Institutions of Higher Education	Revista Exacta , 17 (1), 147-157.	2019
Marchi, M.O.; Souza, T.M.; Carvalho, B.C. Treinamento e desenvolvimento de pessoas.	Caderno de Graduação, Ciências Humanas e sociais , 1(16), 29-40	2013
Mattos, A.; Cunha, D.R.; Andrade, E.L.; Silva, J.J.; Santos, L.C.R.; Woehl, S.; Catapan, A. Proposta de reestruturação de uma organização: Mudança no processo de departamento pessoal para práticas de gestão de pessoas	Revista Espacios , 34.(12)	2014
Moscardini, T.N.; Klein, A. Educação Corporativa e desenvolvimento de lideranças em empresas multisite	Revista de Administração Contemporânea , 19 (1), 84-106	2015
Pessanha, L.A.; Linhares, N.P.; Monteiro, S.; Nogueira, I.I.; Pussiarieli, D.A.F. A importância do treinamento e desenvolvimento nas empresas	Reinpec , 5 (5), 166-178	2019
Meller-Da-Silva, F.; Morais, A.A.; Sampaio, V.D.; Kaetsu, S.T. Percepção do cliente interno sobre as práticas de endomarketing: Estudo em uma indústria de confecção	Revista Spacios , 38 (18), 19.	2017
Silva, L.R.F.; Mousquer, L.D.; Schadeck, M.; Rodrigues, L.A. A influência da motivação na produtividade do trabalho na representação comercial	Revista de Administração IMED , 5(3), 241-249	2016
Souto, A.L.; Lima, E.V.S.; Thoaz, G.M.; Viana, J.T.S.; Oliveira, S.E.B.; Freitas, V.C.C. Gestão de Pessoas x Quarta revolução industrial a percepção de um gestor da indústria	Única Cadernos Acadêmicos , 1.(1)	2020

Source: Research data (2020).

Results and Analysis

The synthesis of the articles analyzed in this manuscript supports the need for changes, in order to develop concepts relevant to employees and consumers/customers. Thus, the team aims to develop autonomy and responsibilities at work and consumers increasingly experience through the development of innovations. Corroborating this statement, the importance of the organizational climate that influences the productivity of employees is highlighted, directly reflecting on the company's final result.

The targeting of training and development (T&D) needs in organizations is directly linked to people management (GP), being the main factor for the functional and collaborative management of the corporation. People play a strategic and significant role in organizations in which they are considered the main resource (human capital), therefore, valuing and developing through policies and practices in people management (GP) is essential.

In the 21st century, with the evolution of technology and industrial processes, postmodernity gained strength as a “strategic model”, capable of allowing the organization to be more competitive in business, structuring the more horizontal, decentralized and common eloquence pluralmanagement model, as opposed to modern management, based on a vertical structure, on the centralization of power and bureaucratic systems. The globalization process brought about historical transformations in economic, social, cultural and political aspects, respectively, requiring greater skills and competences in specific-intellectual knowledge, as well as strategies to manage relationships, motivations and personal ambitions within the corporate scope.

In this perspective, we understand that the management strategy in the current scenario is centered on people, based on cooperation, collaboration and participation. The teams become self-managed, multidisciplinary, providing greater and better professional engagement, committed and involved in all decision processes in the organization, enabling the search for continuous improvement, explicit in all sectors, improving communication that flows freely.

Facts like these, we find in the analysis of Souto et al. (2020), when evaluating Industry 4.0 in the transformation of People Management and all existing technology means. The study verified the need to have a vision focused on advances, seeing the opportunities that innovations can bring to the business, as well as the fundamental skills for

the good performance of the employee considering: flexibility, multidisciplinary knowledge, systemic vision and strategic vision.

In People Management (GP) the importance of humanized strategies is emphasized, in order to have people at the center, so that they act in order to contribute to the business, allowing the self-realization of both parties (Employee / company) the so-called WIN-WIN (Souto et al., 2020). In this perspective, it is in the management of postmodernity that a new concept of leader emerges, the one considered leader 4.0, presenting a fundamental role in the promotion of creativity, in the management of diversity and in the fluidity of internal communication.

The profile of leader 4.0 is in the ability to deal with the agility of information, as well as behavioral differences, market pressure, focusing on results without leaving people aside, understanding and empowering them, investing in their teams, training and developing them, sharing and engaging with broader and more transparent communication, favoring everyone's understanding and allowing the team to feel part of something bigger.

In this regard, it must be favorable and provide motivation and interest in employees, as well as a positive relationship between employees and the company. The organizational climate refers to the individual perceptions of the organization's cultural events, such as employees who individually or in groups, interpret what happens in the organization (Silva et al., 2016).

The climate within the organization changes circumstantially, whether due to market difficulties, the consequence of a financial crisis, the insertion of modern technologies, changes in culture, restraint in salary and benefits policies, increased demands, among other factors that can negatively influence relations, production and quality. In addition to the increase in absenteeism and shift, it has been reflecting on the costs of products and the decrease in profitability.

According to Cardoso, Cardoso & Santos (2013), the main causes of turnover and absenteeism rates show the high costs that an organization has with employee dismissals and hiring, as well as the impacts on production resulting from absences or absences caused by short and long term absenteeism, reflecting on the cost of the final product.

Being aware of internal and market transformations does not mean just following the technology and new products developed, but being in direct and constant contact with all stakeholders of the organization, understanding the changes, needs, behaviors, technology

and business models, gradually seeking to deliver more value and a better experience for its customers (Matias & Moura, 2019).

Thus, it is understood that the globalization process had the need for improvements such as the creation of new products and the application of new technologies in the production process, reflecting in a more competitive market, consequently requiring greater skills and competences for functional conduct and collaborative work by companies, this being human capital.

In this context, the importance of (T&D) goes through the sphere of productivity, relationships and quality. Productivity seeks to achieve goals and the best results in personal and organizational aspects; relationships establish bonds and good communication, stimulating and motivating employees to bring out the best in themselves and the organization; and from the point of view of quality development, it helps individuals and organizations to fulfill demands and expectations of the company's global quality (Pessanha et al., 2019).

There are several purposes of (T&D) in an organization, among some already mentioned in the course of the analysis, we can mention the suitability of people to organizational cultures, changes in attitudes that do not add any value, develop skills, develop adaptability to deal with evolution and modernization of the organization, preparing people for possible relocations, reducing business costs, among others.

Such functionalities must be strategically implemented by People Management (GP), in order to avoid any pressure or organizational wear on the worker for any position, without the employee having the appropriate qualification. In order for situations like this not to occur, it is essential that the main manager, know their internal workforce, and be aware that there are different profiles of people who learn in different ways (Marchi, Sousa & Carvalho, 2013).

Although the process of (T&D) of people is related to learning, they present perspectives from different times. Training is geared towards the present, perfecting the skills that are directly connected to the current position. Development, on the other hand, is responsible for developing skills for future positions, as a program focused on people and not on processes executed by them, with the objective of highlighting skills and individual growth (Marras, 2016).

The trainings propose to adapt people to the organization, in a process of integration with the company, in addition to training for the exercise of the specific function, generating technical improvements in order to enable the employee to become prepared for the function

to be performed (Silva & Trevisol, 2019). In this way, it also seeks to improve technical, administrative and behavioral skills, developing appropriate behaviors for the business environment such as: communication, human reactions, and intra and interpersonal skills (Jesus Junior et al., 2017).

As evaluated in the periodics, the transformations in the corporate world have incorporated significant demands; today, organizations need concepts related to “development” to involve all employees. There are techniques for developing personal skills in the job (such as job rotation, advisory positions and commission assignments) and out of job (such as courses and seminars, simulation exercises and training outside the company).

At the end of the T&D process, an evaluation of the training program, called “Performance Evaluation”, is carried out, the purpose of which is to verify the effectiveness of what has been learned, that is, whether it has met the needs of the organization, employees and customers. The main training evaluation measures are considered: cost, quality, service, speed and results.

People Management (GP) has the task of granting resources and recognition to employees in view of the organization's competencies, so the employees who are part of the organization need to obtain new competencies that will be converted into organizational competencies in the future. The results obtained can be measured by the following aspects: for the company, through new knowledge and organizational skills, competitive superiority over competitors and, for employees, the gains are summarized in competence, knowledge and skills (Avona; Bigi & Bigi 2014).

Conclusion

The market changes and demands pace requires organizations to invest in their main resource, human capital. Leaders must know all the processes that involve People Management (GP) and provide training and development (T&D) to develop the necessary skills and abilities.

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