

How to train people to dedicate themselves to the survival of the organization

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ABSTRACT

What is most in evidence is people, how companies deal with them and how managers and leaders are prepared to work with and mobilize this human capital that drives a company to success or failure. The choice of the topic of leadership demonstrates the importance of having prepared leaders who know how to act with their employees. Leaders are characterized as agents of change, knowledge and preparation for work, working towards the organization's objectives and teamwork, with a view to achieving results.

Keywords: Organization, Leaders, Employees.

INTRODUCTION

What is most in evidence are people, how companies deal with them and how managers and leaders are prepared to work and mobilize this human capital that moves the company to its success or failure. The choice of the leadership theme demonstrates the importance of having prepared leaders who know how to act with their employees. Leaders are characterized as agents of change, knowledge, and preparation for work, acting in favor of the organization's objectives and teamwork, aiming at results.

Great leaders work around people who are better than them, always dedicate a space for debates and conversations, among each member of the team. They have the intelligence to locate employees, to build their team, who have the ability to carry out their plans.

In the study, a bibliographic research is used that is developed from materials already elaborated, which is described in a qualitative way because they are related to the investigation about the importance of the development of leaders by managers in the organizational scope. The importance for the organization is the development and training of a leader, that each attitude, and each decision, can serve as an example for your team.

The challenge to be faced by organizations is to develop and cultivate leaders, despite the specific limitations they have to deal with in managing their human resources. Undoubtedly, leadership development must be approached holistically, embracing the entirety of the human resource management process.

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The article focuses on the practical steps that can be implemented by organizations to develop and cultivate future leaders among their current employees. There are ample possibilities for improvement in this area.

OBJECTIVE

The objective is to show the importance of the Training and Qualification process as an advantage for companies to achieve quality products, good market penetration and satisfied and loyal customers.

Thus, the general objective is to identify methods and ways to develop the training of leaders in organizations for effective management. Dynamic and effective leadership is essential for implementing significant change in any organization.

METHODOLOGY

The method used to carry out this article was through bibliographic research, which was developed from material already prepared and available, consisting mainly of documents printed in books, scientific articles, dissertations and theses. It uses data or theoretical categories already worked on by other researchers and duly registered, which seek to share scientific knowledge and enable the exploration of hypotheses or interpretations that will serve as a starting point for other research.

Professional training assumes a strategic position in organizations, and operational efficiency, productive flexibility and creative intelligence in the generation of innovations, participatory leadership and differentials depend on it. The focus of the article is to emphasize the importance of employee training and development within the organization. With the study of the bibliography, it was possible to diagnose that the use of constant training provides improvements for employees, training and valuing them, which becomes a differential in the quality of the product or service, in addition to providing greater profitability for the company.

DEVELOPMENT

The constant and intense changes require the need for companies to develop their human resources, aiming to maintain quality in their processes to increase business competitiveness. Gil (2007) states that:

[...] Organizations seek actions aimed at the constant training of people, in order to make them more effective in what they do." It is then noted that for the employee to effectively carry out their daily activities, it is essential that the organization provides the structure, the necessary resources and, above all, develops T&D (Training and Development) projects for people, in order to obtain and maintain the competencies required by the positions (GIL, 2007, p. 118).



The disorganized intensification of industrialization coming from the recently ended Industrial Revolution led companies to program a more centralized and bureaucratic organizational structure, where workers were still seen only as parts of the machine in the production process (CHIAVENATO, 2002).

The importance of the development of people within the organization began to be perceived from the beginning of the twentieth century, with the Scientific Management of Frederick Taylor, who identified that in order to have greater efficiency in the performance of tasks and consequently increase productivity, it was necessary to analyze the workers responsible for their execution.

Based on this principle, Taylor elaborated the so-called "Study of Times and Movements" with the objective of obtaining the rationalization and standardization of work through the division of tasks, definition of positions and specialization of people to occupy them, making them suitable for mass production at minimized costs (CHIAVENATO, 1999).

A few years later, the same theme was addressed by Max Weber (1999) in the so-called Bureaucratic Theory, in which he stated that the ideal model of structure for organizations was the one that contained a formal definition of positions, with a clear definition of responsibilities and hierarchical levels.

During the twentieth century, there were transformations in the view of organizations on this subject, which realized that the L&D of people could be a competitive advantage over their competitors. "Due to a demanding and dynamic corporate environment, organizations seek actions aimed at the constant training of people, in order to make them more effective in what they do" (GIL, 2007, p. 118).

Chiavenato (2002) reports that training was used in the past as a way to integrate people into their positions, but this concept has been expanding over the years, coming to be seen as a means of leveraging job performance and developing skills in people so that they contribute to the achievement of professional goals.

People training is fundamental in the management of every organization. According to Boog (1999), "this widely recognized role is due to the correlation between competence and optimization of results, already observed in the early days of the 'factory system', and which places professional competence as a key element of business effectiveness" (BOOG, 1999, p. 17).

The meaning of training for Boog (1999) indicates a specific effort that helps to improve the performance of the work team in order to obtain satisfactory results for the company.

Chiavenato (1999) defines training as a methodology that aims to qualify the organization's human resources by increasing productivity, adapting their behaviors, attitudes and skills to the positions they perform.



The best attempt to pass it on to the other person is through hands-on demonstration and face-to-face observation. It is explicit knowledge, it is formalized, which can, in some way, be recorded and expressed in some kind of document and thus be transmitted in a more simplified way to other individuals.

In the perception of Chiavenato (2014), innovation "is essential for organizations that face the demands of an unstable and changing environment" (CHIAVENATO, 2014, p. 345). It can be seen that the author points out the importance that creativity and innovation have nowadays for companies, and that in the method of decades ago, individuals needed to perform their functions efficiently and mechanically, that they did not report their opinions, that nowadays, the opinion, participation and collaboration of employees in the process of creation and innovation, It is one of the main focuses for businesses.

It is understood that organizations need to be in constant learning to remain competitive, because the creation of new processes, services and products are in constant revolution, the author also states, "Innovation is the process of creating new ideas and putting them into practice" (CHIAVENATO, 2014, p. 345).

By suggesting the introduction of a Training and Development program aimed at employees, it is intended to increase positive results for the organization, considering that training can expand their potential and thus improve the needs of its customers, reducing the rate of dissatisfaction and contributing to their loyalty.

Through the application of this program, it should also prevent errors in execution, making the company avoid extra expenses when repairing them.

Obtaining the necessary data for the development of an improvement plan for the organization in question is done through an action plan, which seeks the continuous improvements and necessary corrections of procedures that presented failures during the executions, also aiming at future occurrences.

TRAINING PROGRAM PLANNING

To apply effective training, a series of procedures are required to be followed. According to Boog (1999), the training process begins with the analysis of training needs, and there are variables that determine when and how a training should take place, such as: goals and objectives of the organization or market changes.

In this phase, the level of efficiency that is desired to be achieved is identified and the involvement of all members of the company is essential to achieve success.

The definition of this first stage is also ratified by the words of Boog, who says, "The need for training is between the current high level of efficiency and the desired level of efficiency" (GIL, 2007, p.118).



The classification of training needs is based on relevant information. It is up to the person in charge to perceive the problems caused by the lack of training in the organization. Chiavenato (2004) argues about the approach that can be done at four levels:

- Organizational analysis: verify the aspects of the mission, vision, and strategic objectives that the training must meet;
- Human resources analysis: delimit which behaviours, attitudes, knowledge and skills are necessary for people to collaborate to achieve organisational objectives;
- Analysis of the job structure: based on the examination of the requirements and specifications required by the positions, as well as the skills and competencies that employees must develop to perform the proposed positions;
- Training analysis: objectives and goals to be used in evaluating the efficiency and effectiveness of the training program.

Certainly, a company that lacks leadership has little chance of surviving in the globalized market. However, leaders are human beings, with quality and defects, some neurotic and others balanced (LACOMBE, 2011, p. 102).

THE IMPORTANCE OF LEADERS

The leader is the strongest link between his subordinates and the company's goals, because the difference between the success and failure of the organization is determined by the way institutions select, train, and manage their talents. Therefore, the role of the leader is crucial.

The recruitment and selection area understands how important it is to be prepared and select the most suitable profile to take on this role, as it is not a simple task.

It took companies a long time to realize that their greatest asset is their intellectual resources. Investing in a good organizational climate, in the well-being of talents and in the improvement of processes are some of the ways to engage and retain the best.

To achieve these goals, the leader becomes a key figure. Its main functions are to inspire and motivate its team, extracting and developing the best of each one, creating a friendly atmosphere, with the purpose of directing them to a better performance.

In this text, the importance of the leader and his qualities necessary for the professional to perform this function with competence and effectiveness will be shown.



HOW TO TRAIN A GREAT LEADER

The leader in the company is like a big delicatessen, who adds to the flour, eggs, milk and yeast, and makes an unforgettable cake.

The false, leader gathers the same ingredients and cooks a "brick" impossible to be tasted, highlights Tejon (2006), when good leaders manage to build companies on the verge of bankruptcy and when bad leaders manage to bankrupt a large company.

Similarly, Robbins (2000) comments: "Leaders set the direction by formulating a vision of the future. Then they rally people by communicating this vision to them and inspiring them to overcome barriers" (ROBBINS, 2000, p. 14).

According to Lacombe (2005), there are four basic responsibilities of leaders:

- 1) Develop a mental image of a possible and desirable future state of the organization;
- 2) The leader must communicate the new vision;
- 3) You need to build trust through positioning;
- 4) To instruct perpetual apprentices.

In this context, leadership is neither mystical nor mysterious, it is not exclusive, but of the chosen few. Leadership is:

Leadership is the process of encouraging and helping others to work enthusiastically toward goals. It is the human factor that helps a group identify where it is going and thus motivate itself towards its goals. Without leadership, an organization would be just a jumble of people and machines, just as an orchestra without a conductor would be just musicians and instruments. The orchestra and all other organizations require leadership and development to the fullest of their precious assets (DAVIS; NEWSTROM, 2002, p. 150)

According to Portes (2017), the practice of training aims to value human resources and leads the employee to offer development and innovation to the company, and states that training helps employees to employ their main skills and capabilities to perform at their best.

[...] is to increase the productivity of individuals in their positions by influencing their behaviors. And he states that in the past, experts believed that training was a way to prepare the employee for the position, and that, in the new view, training becomes a way for the employee to develop himself to perform better in the position (CHIAVENATO, 2014, p.326).

It is possible to observe the influence of this process on quality in the company's productivity. The author Idalberto Chiavenato, in his studies and research carried out, mentions that "training is the systematic process that involves a change in the skills, knowledge, attitudes, or behavior of employees, encouraging them to be more productive in the direction of achieving organizational objectives" (CHIAVENATO, 2010, p. 367).



According to Boog (1999), cited by Viana (2015), training is one of the resources of personnel development, which aims to improve performance, increase productivity and interpersonal relationships.

Boog (1999) highlights the main objectives of training and development: preparing people to perform tasks; changes in employee attitudes; develop new skills; transmit information and concepts; increase production; Reduce rework and especially improve interpersonal relationships.

In Pereira's (2015) point of view, staff training and development can interfere with changing employee behavior. In view of these concepts, it is observed that what the authors most emphasize about the importance of training is how much it can change the company and the impact of its application.

Chiavenato (2014) presents some of the phases of training, which are: diagnosis, which is the presentation of training facts and needs; the design, which is the construction of the training plan; implementation, which is the application of training; and evaluation, which is the determination of the results of the training program.

These stages aim to qualify and value the employee and achieve the expectations of meeting the company's needs.

The methods of surveying the need for training include: the evaluation of the company's production process, by identifying the reasons why the goods are not pleasing, high expenses and problems in personnel performance; the survey of the employees' own statements, where they point out the areas that need training; New technologies, equipment, innovative processes, new skills and development of existing products and services, defined by the organizational vision of the future. Chiavenato says that: "In times of change and innovation [...], it needs to be added with new skills and competencies to ensure the survival and competitiveness of the organization for the future" (CHIAVENATO, 2014, p.318).

The design of the training program refers to the process of training models that must be applied directly. According to Chiavenato (2014), "The program must have well-defined objectives that will serve as metrics to ensure success and must be aligned with organizational objectives" (CHIAVENATO, 2014, p.319).

It is identified that it is not the simple fact of training, but rather to evaluate well what need should be filled, so as not to mistakenly invest in training that will not lead the company to achieve its goals.

For this, the author presents seven aspects that help for a successful diagnosis, these are: who to train; how; where; by whom; where; when; and what to train for.

And also, for this investment to be satisfactory, the organization must offer the opportunity for the apprentice to put into practice what he has learned, and thus generate benefits for the company.



The class technique, which offers the development of skills, knowledge and experience in relation to the position. These skills can be technical or interpersonal, and can effect social skills and involve activities such as role-playing and company games.

The most used type of administrative games in the company is that of small groups of people, the dramatization process includes the performance of characters or the resolution of problems that must happen in the daily life of the organization and this technique offers the perception of different behaviors of employees and generates knowledge, evolution and experience. The training techniques presented by Chiavenato (2014, p.325) are:

- Reading: It is more common to transmit information and is considered a "two-way street", so employees do not react and an intervention is necessary, such as openness to answer questions and exchange information. And this process retains changes, attitudes and behaviors, however, one of the advantages is to present a large amount of information, in a stipulated time;
- Scheduled instruction: Consists of questions asked individually to employees. And this process occurs without the participation of the manager, and if it is computerized, it can be accessed at any place or time, and be able to participate dynamically in the process;
- Class training technique: Applied in the classroom, the employee is observed by the instructor;
- *Computer-based training* (CBT): It is done in a technological way, through CDs or DVDs, through graphics, animation, videos and audios;
- E-learning technique: Which also makes use of technology, more specific to the internet, in order to add training and knowledge of the learners, includes elements, network, which allows updating, storing, distributing and sharing data, thus, provides sending to the end user, passes on greater possibilities of information through different means of presentations. Some of the benefits are, low cost, increased business responsiveness, the possibility to be consistent, updated instantly, flexible access, universality, the building of communities of practice, scalability, and the possibility of better customer service.

Chiavenato (2014) considers the evaluation of the training program to be the last stage, where the results of the training are evaluated.

It should be identified if the investment with this practice had the expected return, the author presents five criteria for the evaluation:

- Cost - shows the value of the investment;
- Quality - responds to how the program reacted to the prospects;
- Service - indicates whether the program met the needs of employees;



- Speed - shows how the practice has adapted to unforeseen events;
- Results - indicates what the results of the given program were.

Therefore, Kirkpatrick (1998), cited by Chiavenato (2014, p.328), presents five answer points for evaluating the training program.

- The first is reaction, where it evaluates the employee's satisfaction and reaction;
- The second is learning, where it assesses whether the training has developed knowledge and skills and whether it has stimulated change and new attitudes and behaviors after the training program;
- The third is the one that evaluates the impact on the performance of employees in their functions, this evaluation is done in general, or through surveys with apprentices, the author points out that, if there are no significant changes, then the program was not successful and that there are errors in the training process;
- The fourth is the impact on the organization's results, where it is measured whether the impact of training can reduce operating costs, increase profitability, decrease turnover or reduce production time, add value and make the company more competitive in the labor market;
- The fifth, which is the return on investment, which evaluates the result that the investment had, whether this investment is advantageous, whether the company achieved the objectives and measure whether the return was rewarding.

For Chiavenato (2014), "People development is more related to education and orientation to the future than training" (CHIAVENATO, 2014, p. 351).

Knowledge management involves intellectual capital, understood as: technology; information; Employee skills and competencies and innovation. This adds value to all members of the organization, generating long-term competitive advantage.

Knowledge management "means creating, capturing, archiving, organizing, systematizing, disseminating and applying knowledge in order to monetize it" (CHIAVENATO, 2014, p.339).

PRESENTATION AND DISCUSSION OF RESULTS

The purpose of this article was to present the importance of People Management: when it takes the lead in the training of employees, the company will reap important fruits. In addition to improving key HR indicators, people training and development goals integrate the learning and growth perspective of the business strategy.



ANALYSIS OF THE BENEFITS OF INVESTING IN TRAINING AND DEVELOPMENT

The article aims to help managers understand that when employees are recognized, investing in training and qualification, through a training program within the organization, there will be a healthy growth, both for the company and for employees. In this way, the training and development of human capital will evolve employees professionally, giving them the ability to create, improve performance, increase their level of decision-making, employee satisfaction for being valued and recognized, through all the investment that the company has made. Thus, it is understood that the investment in training within the company is relevant for the professional and personal growth of employees.

EMPLOYEE GAINS FROM TRAINING AND DEVELOPMENT

The article presents the gains that employees obtain with the training and development program within the organization, such as satisfaction of working in the company, as their level of professional qualification increases, productive and qualified they become, with the increase in their professional level, leading the company to have less cost of operational and financial products and services, increasing its profitability, and thus, ensuring great financial benefits for the company.

FINAL THOUGHTS

Through this article, it can be identified that it is essential for the employer to invest in training and development, given the advantages they offer, and also because it is more advantageous than the financial losses that the lack of preparation can cause.

Thus, the theory points out that the practice of training is important for both the employee and the company, as it avoids long-term problems, because the properly trained employee is not exposed to the risk of making mistakes and affecting productivity, so other employees will not need to interrupt their activities several times to guide employees.

It is observed that the training also results in prepared service, generating customer satisfaction and successively increasing the company's profit.

Training generates the development and motivation of the employee by analyzing the structure set up for their development and growth not only as an employee, but also as a professional, through the learning that they can take throughout their career, since the employee has their skills improved and stimulus for new skills.

The training clarifies in detail the function that the employee must perform, thus, the employee feels more qualified to perform the work and prepared for any changes and also, training and development are important for talent retention, where the experienced employee can improve their knowledge and



develop new practices and update themselves, which makes a difference at all hierarchical levels of the company.



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