

Scientific
Journal of
**Applied
Social and
Clinical
Science**

**IMPORTANCE OF
PERSONNEL TRAINING
IN ACHIEVING
ORGANIZATIONAL
OBJECTIVES**

Anifa Ramadane Alifo Abdula

Procurement and Purchasing Manager
Degree in Human Resources Management
and Labor Relations, and is currently
studying a Masters in Management and
Business Administration at UCM-FEC

All content in this magazine is licensed under a Creative Commons Attribution License. Attribution-Non-Commercial-Non-Derivatives 4.0 International (CC BY-NC-ND 4.0).



Abstract: The growth and success of any company in the business world are related to the development of its employees. Bearing in mind that training is considered a fundamental part of the organizational development process. This article aims to address the importance of personnel training in achieving organizational objectives, however, it is understood that the training process is important for the development of the individual in front of an organization, and his capacity to carry out his activities. From the methodological point of view, bibliographical research was used to support the information obtained in the field. With regard to the type, this research is classified as exploratory, with a qualitative focus, and as such an interview was used. The results showed that some companies in the surroundings of the city of Nampula do not have a training plan for their staff, this leads us to conclude that in these companies there is no strategic plan to achieve the organizational objectives.

Keywords: personnel training, organizational objectives.

INTRODUCTION

It is undeniable, the importance of the study on the importance of personnel training in the achievement of organizational objectives, since this is a subject little addressed in organizations.

Human Resources Administration is the branch of Administration that involves all the actions that aim to integrate the worker in the context of the organization and increase their productivity, in addition to what it proposes to contribute to policies and strategies that may condition improvements in labor relations in the organizational environment (Gil, 2012).

However, even in the face of so many innovations, training is considered a fundamental part of the organizational development process, and in this sense,

it becomes necessary to think that the human being is one of the greatest assets of organizations (Chiavenato, 2008),

Since the lack of training can compromise the good performance of activities, as well as cause accidents at work, this research intends to answer the following question:

What is the importance of training for achieving organizational objectives?

The work focuses on the inherent discussion about the importance of personnel training in achieving organizational objectives.

The theme of the research proves to be relevant and current, as it allows us to know its importance and the risks that its absence can generate for an organization and thus, we can foresee the future, however, with the ever-increasing market volatility higher and more assertive, the need for managers to perceive the importance that training has not only for the development of large companies, but also for micro, small and medium-sized companies, in a context aimed at the improvement of its operational activities and creation of strategies.

For the elaboration of the present work, bibliographical research was used, and for this purpose there is a vast existing bibliography on the subject, regarding the type of research it was developed based on an exploratory research and so that the study reflects the reality of the facts that concern what happened at company xxx in Nampula and in respect to the nature of the research to be developed, the author chose to carry out a case study, through an interview.

REVIEW OF LITERATURE

Human resource management is a systematic process that consists of planning, organizing, developing, coordinating and controlling techniques capable of promoting the efficient performance of people. While the organization is a means that allows those

involved to achieve their goals, whether individually or in a group, in a faster, more efficient and competitive way. (Chiavenato, 2009).

People training is part of one of the ramifications of strategic human resource management.

It is important to point out that training and development are different things, even though they have similarities and use methods in common.

According to Reginatto (2004), training helps people to be more efficient, avoids mistakes, improves attitudes and achieves greater productivity, because, through it, one can learn by doing, and promote behavior change.

On the other hand, for Milkovich and Bourdreau (2010), they define training as an organized process that aims to promote the acquisition of skills and attitudes to better meet the requirements of their function.

However, organizations that do not train may face difficulties due to a lack of qualified personnel. Prepared people produce better and feel more self-confident and those without adequate preparation for the position are more subject to incorrect decision-making, harming the development of the organization.

IMPORTANCE OF TRAINING FOR ACHIEVING ORGANIZATIONAL OBJECTIVES

According to Chiavenato (2009), the main objectives of training are to prepare the company's collaborators for an immediate execution of a certain task or function, to provide opportunities for the organization's collaborators to grow, not only for current positions but also for future functions in which the person can be considered, create a more favorable organizational climate and increase motivation.

From the same point of view, training

is a qualification for the individual, more skills that he will be acquiring. The training implemented within organizations aims to improve employee performance, increase their motivation, as training and motivation go hand in hand. A demotivated employee within an organization can cause several damages, and the reason for this demotivation can be several, such as, the employee may be dissatisfied with some company procedures, or for not having a broader knowledge of the function he performs, and from from the moment this employee is included in the organization's training programs, his motivation increases, as he will be acquiring more knowledge, enabling him to get to know the company where he works better.

Robbins (2002) states that most training is aimed at updating and improving the technical skills of employees. Training can bring a great return for the professional and for the company, as a more qualified professional will possibly be more motivated and his result in the execution of tasks will be greater and more productive, consequently the greater productivity of the employee can effectively contribute to the results. of the organization.

Furthermore, you agree that, in order to compete in an increasingly dynamic market, companies need to obtain the best possible performance in their business, and this performance or success is directly linked to the way in which people behave, decide, act, work, carry out their activities, no organization can be successful without a level of commitment and effort on the part of its members.

TRAINING STEPS

For Chiavenato (2010), training must follow the following steps:

- Diagnosis - you need to identify training needs.
- Training schedule - this process involves planning the steps.

- Plan for Implementation - training action plan
- Evaluation – verification of achieved results.

TRAINING SCHEDULE

Chiavenato (2003), the training needs survey must provide the following information so that the training schedule can be outlined:

Who must be trained? What must you learn? What is the area that must be trained? Who must train? It is necessary to have these answers so that the training can take place, because it is necessary to know the difficulty that the employee is having.

It is opportune to know the profile of each individual and thus suit them properly, what is expected of the individual and what he has to offer are necessary perceptions for good performance to happen, remembering that people are different, act and react differently, adverse ways, according to their beliefs, culture and education. However, even with these differences, they must work as a group, developing stages of the process to obtain good results.

Companies need to be aware of the goals they intend to achieve and guide training accordingly, so that they have more efficiency in their development within the company.

Unlike training, according to Milkovich and Bourdreau (2010), personnel development is a long-term process that positively intervenes in the capabilities of employees, as well as in their motivation, making them precious figures for the company, therefore, the development includes training, career and other experiences.

According to Carvalho (1993), the survey of training needs is a broad diagnosis, in three decisive areas, namely:

- Company Analysis: indication of organizational segments where training is necessary.

- Task Analysis: identification of how the work must be performed by the employee.
- Behavior Analysis: characterization of the skills, knowledge and attitudes necessary for the employee to perform his duties.

According to Almeida (2007), the training and development of people in organizations acquire an important role, because it is through them that there is preparation of individuals for the satisfactory exercise of their activities, specifically in the position they occupy or that they intend to occupy.

Despite mentioning that, some activities require training of employees in relation to work safety, especially in activities that have or present a risk of compromising the physical integrity of employees.

It is necessary for managers to have a strategic vision, understanding that demonstrating interest in the professional development of employees through training increases the level of developing employee loyalty and commitment to the company, raising the level of satisfaction and ensuring organizational success.

According to Chiavenato (2010), in order to achieve training and development of people, that is, to execute the steps there is a need for training and investment, aiming at improving the human capital and the results of the organization and, it is worth mentioning that the priority that the company gives to training signals to its staff the importance attributed to people.

It is necessary that there is continuous improvement of human capital, aiming to keep the company's processes efficient and effective, which demands qualified labor. The higher the training level, the better the result obtained. Training is not the same for all employees. Hierarchical levels must be respected, training needs and levels assessed,

when and who will carry them out.

According to Boog and Boog (2006), for people and companies to survive and gain competitiveness, more than ever, the relevance of education, training and continuous development becomes evident. Therefore, aiming at the continuous training of human potential, it can be mentioned that the only certainty is change. Knowing this, both organizations and people need to be aware that training is a process that has no end, but a continuity. It is worth remembering that training is the responsibility of the organization, however, the professional career is the sole responsibility of the individual.

Emphasize that a good manager must think about the company as a whole, make short- and long-term plans, hence the need for companies to invest in the training of their employees.

However, companies are constantly changing, after all, the market innovates every day, so the employee has to follow the same pace of these changes, if companies invest in training, they will have an increase in productivity, improvement in quality, reduction of costs, where the company becomes more competitive and will have capable employees.

Faced with the various positions of the actors, it is agreed that training can bring a great return both for the company and for the individual, since a well-trained professional has a greater motivation in the execution of his tasks, and consequently his return to the company. will be more productive, in addition to contributing to satisfactory results in the company's profitability. It is remarkable, even in the face of various approaches, training continues to be based on the acquisition of knowledge of the individual within the organization.

of meanings, motivations, aspirations, beliefs, values and attitudes, instead of

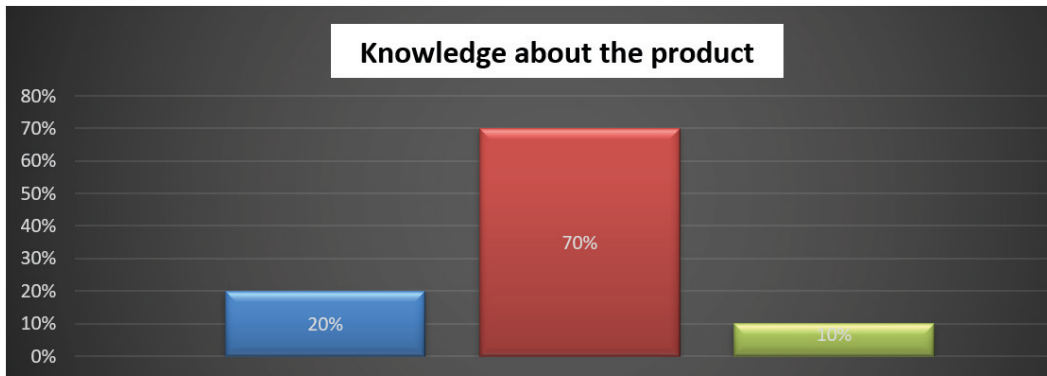
statistics, rules and other generalizations, the qualitative works with descriptions, comparisons and interpretations.

DATA ANALYSIS AND INTERPRETATION

Obracon (fictitious name), began in 2000 when the owner decided to start a life change and embark on an entrepreneurial career. The initial idea was to set up a 10-brick factory which started in the same year, 2000. After a year, the owner decided to also invest in a store selling various other construction products. From then on, the company started to grow. From the moment the company has 4 branches, one of them located in the city of Nampula, which is responsible for the distribution of bricks, the group has been growing constantly, conquering an ever-increasing market share.

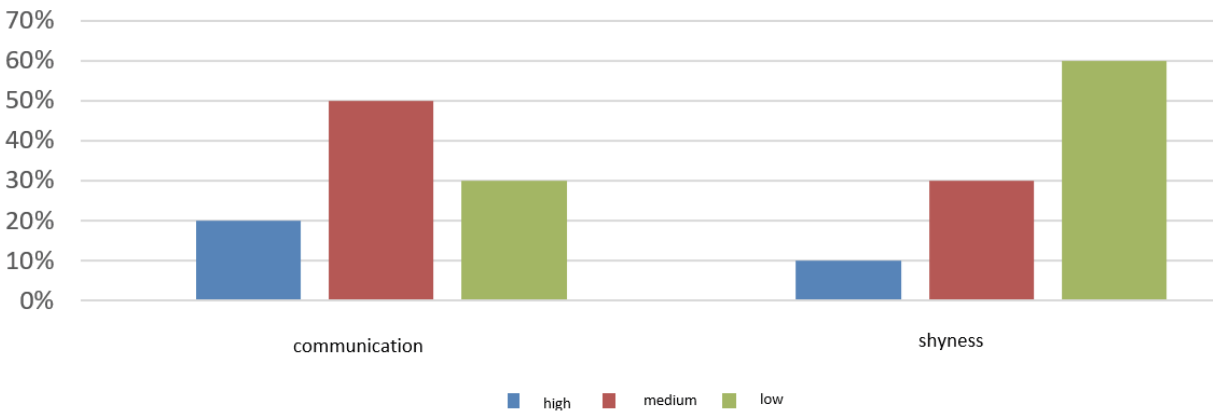
For the purposes of the study, an interview was conducted with the company's sales associates, in which questions were asked about their knowledge of the product. The interview had closed questions and the answers were divided into three categories: high, medium and low, referring to the degree of knowledge of the products available. The graph below indicates the results achieved!

The first question analyzed the level of knowledge of the products: "Do you know the products you sell?". Analyzing the degree of knowledge in high, medium and low, according to the research pattern. It was observed that 20% of the participants claimed to have a high knowledge of the product line, with 70% claiming to have a medium degree, that is, they partially know what it has to offer to customers, and 10% claim a low level of knowledge. There is a deficiency in the training of salespeople, as the lack of information prevents effective sales, compromising the company's results. It was found that the sellers' lack of information generates some setbacks



Source: in the organization (Obracon)

Skills to be developed



for both parties: there is room for sellers to deliver the wrong or unwanted material, thus creating frustration for the customer, another example is in relation to the functionality of some equipment that would be used in the maintenance of a building is not precisely those offered by the manufacturer.

To end the interview, the participant was asked to suggest the skills that must be trained to improve sales. Some alternatives were given: communication; negotiation skills; self-esteem and shyness. Respondents marked more than one alternative. The result obtained can be seen in the graph below:

FINAL CONSIDERATIONS

In terms of strategies, it is necessary to realize that for a professional to achieve good performance it is necessary to invest

in learning, however, only through the knowledge acquired can the employee become a highly qualified professional.

Frequent changes require organizations to constantly adjust their processes. And these processes are perfected through personnel training, making employees able to develop certain functions and bringing the expected result to organizations. Therefore, in the course of the research we could identify that to manage is to reach objectives through people, using techniques in an organization, that are capable of integrating and coordinating organizational resources.

It is notable that workers who have theoretical and technical qualifications when developing their activities feel more professionally satisfied. Therefore, training is a strategic tool in organizational development.

REFERENCES

- Almeida, M. (2007), *Percepção de Gestores e Técnicos sobre o processo de Gestão por Competências em Organizações no Brasil: Dissertação mestrado em Administração*. Brasília: Universidade de Brasília.
- Boog, G, G., Boog, M, T. (2006). *Manual de Treinamento e Desenvolvimento*. São Paulo: Pearson: prentice Hall.
- Carvalho, A, V. (1993). *Administração de recursos humanos: Biblioteca Pioneira da Administração e negócios*. São Paulo: Pioneira.
- Chiavenato, I. (2010). *Gestão de pessoas: e o novo papel dos recursos humanos nas organizações*. (3ª. ed.). Rio de Janeiro: Elsevier.
- Chiavenato, I. (2003), *Planejamento Estratégico: fundamentos e Aplicações*. Rio de Janeiro Campus
- Chiavenato, I. (2008). *Treinamento e desenvolvimento de recursos humanos: como incrementar talentos na empresa*. (7.ed.). São Paulo: Atlas.
- Robbins, S. (2002), *Administração: mudanças e perspectivas*. (3ª tiragem). São Paulo: Saraiva.
- Reginato, A. (2004). *Equipes campeãs: potencializando o desempenho de sua equipe*. (2ª ed.). Porto alegre: Sebrae.
- Gil, A, C. (2012). *Gestão de Pessoas: enfoque nos papéis profissionais*. (12ª ed.). São Paulo: Atlas.
- Gil, A. C. (1999). *Métodos e Técnicas de Pesquisa Social* (5ª. ed.). São Paulo, Brasil: Atlas.
- Gil, A. C. (2014). *Métodos e Técnicas de Pesquisa Social* (6ª. ed.). São Paulo, Brasil: Atlas.
- Fonseca, J. J. S. (2002). *Metodologia da pesquisa científica*. Fortaleza, Brasil: UEC.
- Lakatos, E. M. & Marconi, M. A. (2001). *Fundamentos metodologia científica*. (4ª.ed.) São Paulo: Atlas.
- Turoto, R. (2005). *Métodos qualitativos e quantitativos na área da saúde: definições, diferenças e seus objetos de pesquisa*. Revista de Saúde Pública.
- Malhotra, N. (2001). *Pesquisa de marketing*. (3ª.ed.). Porto Alegre: Bookman
- Minayo, M, C, S. (2014). *O desafio do conhecimento: pesquisa qualitativa em saúde*. (14ª ed.). São Paulo: Hucitec Editora.
- Milkovich, G., Boudreau, J. (2010). *Administração de Recursos Humanos*. São Paulo: Atlas.
- Vergara, Sylvia C. (2000). *Projetos e relatórios de pesquisa em administração*. (3ª.ed.). Rio de Janeiro: Atlas.