

# Modern Personnel Management Tools

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## Abstract

In this article, the medium-sized companies of Cúcuta, Norte de Santander have been taken to study the importance of job training in each of them, considering that this is of great importance for human resources and therefore for the organization, since that allows acquiring new knowledge, developing and consolidating skills and consolidating or complementing experience with techniques and technologies that can be used to create new products and services, improve existing ones and position oneself in a changing, competitive market with high demands; remembering that implementing job training processes promotes an effective development of operations and activities, and strengthens the exchange of information, as well as teamwork. In this study, these organizations allow us to know their perception regarding the subject in question; likewise, the level of applicability that they have given to the training and/or additional preparation of their personnel and the willingness to introduce this improvement tool in medium-sized companies.

**Keywords:** Job training, medium-sized company, organization, human resources, teamwork.

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## Introduction

The purpose of this article is to identify the possible improvements and deficient points that the medium-sized companies that are in the city of Cúcuta, Norte de Santander, have when they are in their basic operation; This, focused on training as a pillar of development and progress for each of the companies, which raise questions such as: Is it necessary to train personnel? Is investment necessary for the development of workers by providing knowledge through training? , everything will be seen from the business, administrative and educational point of view. Many companies face difficulties compared to others that make them more vulnerable to not being able to provide themselves with the knowledge and skills necessary for their growth,

This paper seeks to develop a territorial study, which covers the city of Cúcuta, Norte de Santander, this regarding the development of training strategies and others, although it is necessary to identify their needs and conclude improvements for the operation of medium-sized companies in the city, regarding the process of developing the article, information collected through an instrument was taken.

"For the administration of human resources there is an important function, which consists not only of

training and development, but also of planning factors and development of performance evaluations and individual careers." Mondy, R & Noe, 2005". These point out the importance of training human resources in the company for its development, although they emphasize that it can be deduced that the evaluations of each aspect within the work and the competitiveness that can be developed within the company are important. This allowing it to have a continuous improvement both for itself and for the human personnel that are part of its coverage.

In the following article, different results are sought, these are emphasized in the improvement of training in medium-sized companies, but factors such as the influence of teamwork, trained personnel within the company and the importance of training personnel either with own resources of the company, as with external resources, which can generate higher costs, therefore it is very important to use this instrument applied in a medium-sized company in the city of Cúcuta, Norte de Santander, seeking through this to analyze improvements for job training as a tool for improvement.

### **research theories**

*Training.* It can be seen that the fundamental means for a company to maintain itself is training, because it transmits both the function within the company and the unique and distinctive way of carrying out the processes within it. For many years, training was seen as a factor imposed by law and was of low importance for the brand in the company. Siliceous (1993).

In this context, training in the organization of medium-sized companies generates added value for both employees and the company, since it generates competitiveness and distinctiveness over others, therefore, training is necessary for each scenario in order to transmit to employees the knowledge and applicability to each of the areas of the company.

*middle and higher education.* A competitive economy requires articulating secondary education with higher education; decisive articulation for the development of labor competencies and the training of qualified human resources, focused on the key sectors for the country's progress. With the support of secondary and higher education, reading comprehension, oral and written expression, and English language proficiency should be strengthened (Private Competitiveness Council, 2017). Changes in each area of human and professional development are projected as future challenges in business skills, being essential a preparation in the development of training for workers, which allow them to forge skills and perform successfully in each of these, for thus creating productive and cultural growth within the company.

Regarding the previous topic, it is proposed that, at present, intellectual capital is recognized as the fundamental source of the true and only competitive advantage that is sustained in a community, knowledge as such is a basic human resource for which we have it present in society. "Marr (2004). It could be known as the pool of knowledge that is given to a community. The human resource with more experience in the company or with high knowledge, is the one who has knowledge and is the one who can generate innovation with the aim of a high business competitiveness, this takes middle and higher education keys for the structure of competitiveness of the regional and national business markets, therefore, these require a link with research centers, as well as technological development, bankers, companies and other components of the system. (Colciencias, 2005).

With this we can deduce that a trained staff, and with a high knowledge of their obligations within the company is the one that can generate competitiveness in the market and in the company to do things better. Therefore, it is important that the different regions continue to encourage calls to train personnel to have a high level, to be specialists, masters and doctors, this through government support through scholarships with the support of national entities, In this case, Colciencias, including internships for

researchers in companies, this to generate interaction between the academy and the productive sector of the company, this support could guarantee competitive development at the regional and national level. "Colciencias 2005".

In this context, universities are fundamental in the competitive development of companies, and they have the task of building an indicator that allows dimensioning the potential of the strategic productive chains of the regions, of generating dynamics of science, technology and innovation, based on the measurement of variables such as value generation, productive chains, specialized training requirements of human resources, knowledge generation, export orientation, investment attraction, among others (Colciencias, 2014). Considering the previous text, we can see that universities and institutions have an important role in companies, providing knowledge, innovation and strategies that can generate competitiveness and improvements in their productive environment, human capital and better business performance.

*Business training.* According to the current context, which is influenced by constant technological change, training in the company, in the field of personnel, has a fundamental role in generating competitiveness, on the one hand, it complements formal education because it enables the worker to appropriate knowledge and skills required to use technology, adapt it and eventually improve it. Likewise, since it is oriented towards providing the knowledge and skills that employees require for their daily activities, it is possible to think that it means quick and valuable profits for the company, so that an organization can maintain its competitiveness in an environment of constant changes in preferences and technologies. , workers capable of adapting to changes and innovating quickly are required.

This seeks to generate value for company personnel, through business training, resulting in knowledge and new skills that allow them to perform better in their workplace and in turn generating the necessary competitiveness for continuous improvement, this Generating exponential growth for the company. In another context according to "Gallart, 2001" It is essential to recognize that there are two types of training in the company: general training applicable in more than one company, and specific training associated with skills and concepts of a company. Organizations, due to the difficulty of appropriating the results of training, tend to invest in the latter.

This means that the training can vary, some can be applied in different companies since they are focused on general topics and other trainings focus as such on the internal knowledge of the company, therefore, this training information can only be reproduced within of each company. The probability that companies decide to train their employees varies greatly depending on the resources of the company, whether it is the size and coverage that the company has, the levels of education of the company, or what is necessary to carry out their positions, the fact that the company wants to have new technologies that help it in its processes, quality controls and foreign capital, this according to "Padilla and Juarez, 2007".

However, a significant number of manufacturing and service companies, especially medium-sized ones, do not provide any type of formal training (Batra and Tan, 2002). We can then conclude that many of the causes of the lack of training within medium-sized companies are due to the lack of information related to the benefits that could be obtained by making these investments, it can be deduced about the reduction of high costs within the company. Therefore, in companies with a high staff turnover rate, it is not common to find a training culture, since it is taken into account that they can later be hired by other companies. As such, the trainings can be developed with internal or external resources, generally the trainings with internal resources are given through the bosses,

*Administrative capacities.* It can be said that administrative capacities are skills obtained through practice, which allow the leader to face highly complex situations, enhancing the skills and knowledge of his followers. These skills can be classified as conceptual, interpersonal and technical, and together they contribute to a more effective, efficient and efficient organization. According to Arocha (2016).

With this we can generalize a definition of administrative capacities as that knowledge that the company obtains that results as experience that allows the bosses or leaders of the company to face with character, decision and wisdom all the challenges that arise in the different areas of the company, these skills being a contribution to the growth and continuous improvement of the organization. Therefore, Colmenares and Villasmil (2008) propose for both the leader and the manager the requirement to be competent, skillful, to face the uncertainty of the environment, operating effectively in the face of problems that arise; which means the knowledge that is given to the leader to face all kinds of situations that are required to be solved by him.

Therefore, for Pérez (2004) organizations currently require people with abilities that increase creativity and flexibility, to make effective decisions and adaptable to different cultures. Having said this, it can be observed the importance of prepared and adequate human capital so that they increase the adequate knowledge for effective decision making and that adapts to the needs of each time of the company.

*Decision making.* Regarding the decisions, it can be considered in part to the response of a situation of which there is no knowledge, for which it can be a process with a high level of difficulty, and difficult that people must face, this adding to changes in the facets of people or the environment in which they develop, the subjective component is always present, which makes people face the situations they frequent, there are ways that guarantee success to manage the development of skills , making more effective decisions "Arocha (2016)".

By what this means that decision-making is a behavior that can solve problems in different situations, many uncertain, that is why it is based on the analysis of the context of the situation and fixing those respective components, with the real purpose of determining a plan to propose the necessary corrections.

*Teamwork.* For "Sánchez, 2006" teamwork concentrates a group of people to achieve common goals, integrating their knowledge and skills; This teamwork is essential in any organization, and implies the commitment of all members. For teamwork, it seeks a common goal, and concentrates the abilities, skills, knowledge and responsibility of all members.

According to the above information, these suggest that, in order to work as a team, it is necessary to integrate all kinds of skills and responsibilities that lead to cooperation, support, and communication between the team and focus all skills on a common goal, giving as result in higher performance and being a competitive and successful company in its economic field.

*Motivation.* The motivation of the individual is a strategy that is used in companies to achieve the fulfillment of the objectives of the organization, and thus improve the competitiveness of the company, "Robbins & Coulter, 2005", with this information it can be concluded that the motivation It is linked to an interest in achieving the fulfillment of the goals proposed to the organization, this being a fundamental pillar to open the doors within the competitiveness in the markets.

## **Method**

For the development of this work it was necessary to consider aspects such as the paradigm, type and design of the research; the study population and sample; the technique, validity and reliability of the instrument for data collection; and the techniques and procedures for interpreting the results. Research paradigm. As Pulido (2015) quotes (Corbetta, 2007), a paradigm represents a type of vision that guides, a theoretical perspective that is accepted by the scientific community, which establishes and/or determines what to study and consequently formulates explanatory hypotheses of the observed phenomena. Toro (2008) expresses that the term paradigm was assimilated and included by the social

sciences at the time when Thomas Kunt presented it to the scientific community in the sixties. The word paradigm is derived from the Greek roots “paradeigma” and the Latin “paradigma”, and can be considered as a model. That is, this term has been widely used to relate the positions established by the scientific community.

According to Palella & Martins (2012) the paradigm is considered as a symbol of knowledge through language and own way to consider the environment. According to Boza (2012, p.127) this term is incorporated with research methods, and involves positivism with the post positivist as representatives of the quantitative approach. Additionally, it links social constructionism with the critical partner, as subscribers in the qualitative approach. The accepted perspective concerns the positivist approach, also known as empirical-analytical, scientific-technical, quantitative or rationalist. As Hernández, Fernández & Baptista (2010) point out, this is used to collect data that later responds to the questions formulated in the research.

According to Ramírez (2009) the scientific-technical paradigm arises with the extension of the ideas of the natural sciences to the social sciences, making no distinction between these phenomena. In this sense, for Terán (2006), the positivist theory aspires to establish the causes of social phenomena by presenting generalities about the observations. If reality is abroad, it is observable, measurable and quantifiable; that is, it is determined.

For Palella & Martins (2012) this paradigm focuses on operationalization, on the decomposition of the whole and its subsequent integration. In this sense, human perception is minimized to measurable, analyzable factors, and then, through statistics, the probability of occurrence is assigned, making it the essence of quantitative research. In this perspective, the epistemological position of this research is focused on the positivist paradigm, because it considers the conceptual framework (empirical verification), the observation and measurement techniques (use of quantitative variables), the mathematical analysis instruments and the procedures of analysis. inference from the natural sciences (Corbetta, 2007). Additionally, this research assumes from the neopositivist and postpositivist paradigms,

Kind of investigation. In accordance with the formulated objectives, this research is descriptive with two variables, non-experimental, transactional and field. Descriptive research lies in knowing the outstanding realities, customs and attitudes, through the exact description of activities, objects and processes with people. This type of research describes what exists, contributing to the discovery of new facts and meanings. According to Tamayo & Tamayo (2003, p.46) descriptive research operates on realities or facts, in order to present the correct interpretation; involving the collection of data that represent individuals, groups, or situations. The instruments used to acquire data in descriptive studies incorporate instruments such as questionnaires, interviews (closed questions) and observation (checklists). There is no experimental manipulation in these groups.

For Arias (2006) the descriptive level represents the depth of the study, calculating the variables independently. Similarly, hypotheses are not raised because they are referenced in the research objectives. Additionally, for Méndez (2007), the descriptive character characterizes the universe of study. This associates the variables studied, manifesting the structure of the problem. For this, specific techniques are used with systematic criteria, corresponding to the variables without creating causal relationships between them.

In this context, for Palella & Martins (2012) they establish that descriptive research deciphers facts and realities; detailing, recording, analyzing and deciphering the characteristics and factors in the object of study. In summary, the descriptive type focuses on determining the factors of the current moment. For the present study, it is intended to diagnose the current fact in the medium-sized company of the city of

Cúcuta, Colombia.

Design of the investigation. An investigation can be adapted to specific circumstances by means of the method used and the specific instruments used to obtain the data in conjunction with their analysis. For this research, the non-experimental method was implemented because the context in which the study was carried out was not manipulated. The variables are measured and recorded according to the information collected with the instruments.

In the same way, characteristics are determined in non-experimental investigations, such as the actual presentation of the phenomenon as it is expressed in its environment; that is, without manipulating the variables. In addition, descriptive investigations provide more knowledge by condensing works from different areas of knowledge, which can be focused on a common object. The research is transactional because the factors and variables under study are measured at a single moment in time. In this sense, they are directed considering that the research studies the relationship in a specific period. According to Arias (2006) the transectional or transversal design is one whose information collected is only valid in the period that is obtained; because it can change over time. Additionally,

The research is field considering the application of the instrument to the object of study. In this way, a technology transfer model is proposed that impacts the competitiveness of the medium-sized company in Cúcuta. It is in this field research, according to Arias (2006), where information is obtained without modifying or altering the circumstances of the variables, providing a non-experimental nature. It is in this scenario where the information is not disturbed, because the data is collected without any manipulation.

Finally, for Chávez (2007), field investigations that involve other sources of information that are not bibliographical, through methods and techniques applicable on site, are beneficial.

Population and sample. To determine the population, organizations were classified according to total assets, according to the classification of companies proposed by the Ministry of Commerce, filtering the database of the Superintendence of Companies (Supersociedades) of Colombia, for the department of the North Santander, especially the city of Cúcuta, and taking into account the classifications of the Uniform International Industrial Code (ISIC). According to this criterion, an N = 214 was obtained.

Classification of companies: (\*) Microenterprise: that which has a staff that does not exceed ten (10) workers and whose total assets, excluding the value of less than (500) current legal monthly minimum wages. (\*) Small business: it is a personnel plant that has a range of employees between eleven (11) and fifty (50) workers and its total assets for a value between five hundred one (501) and less than five thousand (5,000) salaries current legal monthly minimums. (\*) Medium-sized company: A staff plant between fifty-one (51) and two hundred (200) workers and their total assets for a value between five thousand one (5,001) to thirty thousand (30,000) current legal monthly minimum wages.

The sample is a subgroup of the population, it corresponds to a subset of the set defined in its characteristics as a population. When certain elements are chosen trying to find out something about a specific population, that group is identified as a sample. Using Table 1, the calculation suggested an n = 138 for the study.

The sample size n and the margin of error E are calculated as follows:

$$x = Z(c/100)2r(100-r)$$
$$n = N_x / ((N-1)E^2 + x)$$
$$E = \text{Sqrt}[(N - n)x / n(N-1)]$$

where N is the population size, r is the positive variability of interest, and Z (c/100) is the critical value for the confidence level c. This calculation is based on the Normal Distribution.

## Results

In the following figures and tables, the results of the instrument applied to people whose objective was to evaluate the different indicators that interfere in training, focused on competitiveness in the indicator of secondary and higher education, will be seen.

**Table 1. Upper secondary education**

Indicator: Middle and Higher Education																		
Results																		
Item	Forever			Usually			Sometimes			Hardly ever			Never			Total	Attribute	$\sigma^2$
	FA	%	part	FA	%	part	FA	%	part	FA	%	part	FA	%	part			
1	127	92.0	4.60	0	0.0	0.00	0	0.0	0.00	0	0.0	0.00	eleven	8.0	0.08	4.68	Very good	1,174
2	81	58.7	2.93	0	0.0	0.00	0	0.0	0.00	0	0.0	0.00	57	41.3	0.41	3.35	Regular	3,879
3	62	44.9	2.25	38	27.5	1.10	23	16.7	0.50	9	6.5	0.13	6	4.3	0.04	4.02	Okay	1,268
<b>Mean of the Indicator</b>																<b>4.02</b>	<b>Okay</b>	<b>0.296</b>
Note: This table shows the results with respect to the level of secondary and higher education of the respondents.																		

As the results reflect, the secondary education indicator has a mean of means with a value of 4.02, which could be assessed as a good result. It can be deduced that it has a variance of 0.296, which for these answers were valued as very good. so-so and good Regarding the first question of the indicator, we can see that most of the companies are managed by a person with a professional title, with a total of 92%, and a very small number of companies, only 8%, are managed by a professional. person who does not have a title, being a positive result in the majority.

In the second question, it was observed as a result that more than 41% of the medium-sized company has hired at least one employee whose maximum educational level is the baccalaureate. Regarding the last question, we can see in the result that more than 95% of the companies analyzed support and promote the study of higher educational programs by their employees.

In conclusion, it can be said that the medium-sized company in the city of Cúcuta considers the qualification of its personnel relevant. Focused on competitiveness in the Business Training indicator. To evaluate the following indicator, the instrument has 3 referent questions: (4) Does the organization carry out specific training associated with the company's own skills and concepts?; (5) Does the organization carry out training with its own resources, through colleagues or internal instructors?; (6) Does the organization carry out training with external resources, through expert consultancies, suppliers of specialized equipment or inputs, business associations, universities or technical institutions?

**Table 2. Business training**

Indicator: Business training																			
Results																			
Item	Forever			Usually			Sometimes			Hardly ever			Never			Total	Attribute	$\sigma^2$	
	FA	%	part	FA	%	part	FA	%	part	FA	%	part	FA	%	part				
4	66	47.8	2.39	Four.	Five	32.6	1.30	27	19.6	0.59	0	0.0	0.00	0	0.0	0.0	4.28	Very good	0.594
5	29	21.0	1.05	42	30.4	1.22	60	43.5	1.30	7	5.1	0.10	0	0.0	0.0	3.67	Okay	0.741	
6	25	18.1	0.91	29	21.0	0.84	twenty	14.5	0.43	64	46.4	0.93	0	0.0	0.0	3.11	Regular	1,387	
<b>Mean of the Indicator</b>																<b>3.69</b>	<b>Okay</b>	<b>0.230</b>	
Note: This table shows the results regarding the level of business training that the organizations have.																			

Unlike the questions of the previous indicator, these were valued differently, obtaining results such as Very good, good and regular. The indicator had a mean of 3.69, which is why it is a positive value and a variance of 0.230. In the responses we can observe a favorable result in terms of medium-sized companies, which reflect an interest in training their staff to develop skills, although a greater acceptance by the staff can be deduced in terms of training with their own resources. the company, these through internal instructors that training with external resources.

Focused on competitiveness in the indicator of administrative capacities. To evaluate the following indicator, the instrument has 3 related questions: (7) Does decision-making require assuming a human posture focused on developing procedures such as problem recognition, information gathering, determination of the course to follow, and verification? of results?; (8) Does the company promote teamwork, as a strategy to concentrate skills, abilities, knowledge and responsibilities?; (9) To achieve the objectives, does the company apply specific motivation techniques?

The results of these questions are shown in figures 7,8,9 and table 3.

**Table 3. Administrative Capacities**

Indicator: Administrative capacities																		
Results																		
Item	Forever			Usually			Sometimes			Hardly ever			Never			Total	Attribute	$\sigma^2$
	FA	%	part	FA	%	part	FA	%	part	FA	%	part	FA	%	part			
7	23	16.7	0.83	33	23.9	0.96	54	39.1	1.17	28	20.3	0.41	0	0.0	0.0	3.37	Regular	0.972
8	68	49.3	2.46	35	25.4	1.01	29	21.0	0.63	6	4.3	0.09	0	0.0	0.0	4.20	Okay	0.839
9	24	17.4	0.87	41	29.7	1.19	fifty	36.2	1.09	23	16.7	0.33	0	0.0	0.0	3.48	Okay	0.931
<b>Mean of the Indicator</b>																<b>3.68</b>	<b>Okay</b>	<b>0.134</b>
Note: This table shows the results regarding the administrative capacities of the companies.																		

### conclusions

With the work carried out, it was possible to establish that: Mostly, the managers of medium-sized companies in Cúcuta, Norte de Santander have a professional title. A large part of the medium-sized companies in Cúcuta have hired at least one employee whose maximum educational level is high school. The medium-sized company in the city of Cúcuta, Norte de Santander, considers the qualification of its human resources important to achieve better performance and greater productivity, which allows the organization to grow and/or position itself in the market, adapting to changes and new requirements.



It can be deduced that the medium-sized company in Cúcuta expressed a favorable interest in training its employees, which will allow the development and enhancement of skills and knowledge that will be used for the growth of the organization; achieving greater performance in the activities of these collaborators, who can be deduced expressed the desire and willingness to train.

Finally, it should be noted that more than half of the medium-sized companies in Cucuteña make empirical or non-methodological decisions, however, teamwork is promoted as a tool for knowledge exchange and business growth; situation that can be improved through the implementation of training and professional training policies.

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