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## **Plan de formación y desarrollo para la Asociación de Joyeros del Azuay**

### **Training and development plan for the Azuay Jewelers Association**

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### **ABSTRACT**

The objective of this research was to design a training and development plan for the Jewelers Association of Azuay, which will allow the progress of its organizational performance, and the attainment of benefits for the union and for each of the members. The type of research is non-experimental, with a mixed approach. As results obtained, it may be defined that the associative team has skills and knowledge that need to be

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exploited to improve job development; so, the lack of training for staff can generate variables of disagreement. The research concludes that the increase in training within the association will promote productive management, generating performance and competitive enhancement through adequate learning as well as the implementation of new ideas, which will be necessary tools for decision-making and the value of the capacity and talent of the staff.

**Descriptors:** Work experience programmes; training courses; life skills; skilled. (Words taken from the UNESCO Thesaurus).

## INTRODUCTION

Ecuador is a country that has been characterized by the production and commercialization of handcrafted jewelry, due to the cultural diversity existing in the provinces that comprise it. This country has allowed these products to combine ancestral knowledge, thus generating unique products with a tendency towards national and foreign consumers. Jácome and Varela (2012) establish that Ecuador, occupies the sixth place among the exporting countries of South America; that is, it raised its exports by 66.5 million USD, while imports increased by 17.5 million USD. This growth indicates that artisan jewelry is an important engine in the Ecuadorian economy.

The city of Cuenca has stood out not only for the architectural infrastructure it possesses, but also for the performance of its skilled inhabitants and workers who constantly improve their crafts to offer their clients quality goods and services. Such is the case of the sector dedicated to the elaboration of jewels, especially, gold and silver, who started as an official craft jewelers in 1991 for the integral, social and cultural development of their associates. Currently, this association is made up of 50 partners, being a non-profit organization and enjoying legal personality, that is, it is capable of acquiring rights and obligations.

From this perspective, the research problem evidenced in the facilities of the Association of Jewelers of Azuay is based on the lack of assignment of tasks, having as a consequence the duplication of functions, disorientation, loss of time and resources in the personnel's work belonging to the organization. In addition, there are attitudes of

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resistance towards personal and group development due to some personal interests that are observed by the managers who have ignorance about organizational culture. This situation directly affects the progress of this association; since they prioritize their interests in production and not in their abilities, opinions and skills in order to achieve their stated objectives.

When there are circumstances that affect the productivity of an organization, without any doubt, the main cause is the lack of training of the people who make up either the company or union. This is the reality of the Azuay Jewelers Association, who despite their talent to develop their work, they lack the knowledge to direct, plan, organize and guide the group based on a strategic plan that includes goals and objectives. Therefore, it is necessary to answer the following question: How to improve the organizational performance of the association of jewelers in Azuay?

Under this approach, the general objective projects to design a training and development plan for the Azuay jewelers association that grants an improvement of its organizational performance, qualities and employees' skills that contribute to the optimization of its economic resources, material and human resources. The Training and Development Plan for the Association of Jewelers of Azuay will support them in the identification of barriers, as well as resistance that have existed among the members of the union; besides, it will help structure the strategic lines to work with a common objective for strengthening the association and, therefore, for the benefit of all its members.

## **METHOD**

This work was developed through non-experimental research. The approach was mixed because both qualitative and quantitative data were collected.

The research also had a descriptive - explanatory scope, since the different situations, events and contexts that developed in the organization were studied. For this study, the historical-logical method was used, in which negative events and changes within the

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organization were analyzed. Another method that contributed to the research is the deductive-inductive one in which the development of organizational performance was analyzed. The Analytical-Synthetic method allowed obtaining the decomposition of a whole. Finally, the study universe was made up of 100% of the population.

## **RESULTS**

The results obtained through the application of the research instruments towards the partners and workers of the organization are shown below:

### **Demographic cancerization**

The Azuay jewelers association was made up of partners and workers with 60% male and 40% female. The highest age range was between 46 and 55 years, that is, they represented 35% of the population. The lowest age range was formed by 25 to 35 years representing 15% of the population.

Regarding the level of Instruction, the association had 62.5% of personnel who had finished high school and 37.5% were made up of some young and old jewelry designers and administrative staff.

### **Business analysis**

For the partners and workers of the organization, 45% qualified the administration of the organization as good and 55% as regular, which denoted an organizational problem. But when consulting about the administrative team's skills and knowledge, 75% affirmed that they had and 25% answered they did not, that is, the organization's team had been guided in a timely manner, but with regard to administrative management there were shortcomings that should be corrected. Regarding organizational communication, 62% indicated that it was not timely and 38% said it was correct.

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### **Organizational training**

For the association, the possible cause of performance could be given by a lack of training to the personnel since 42.5% qualified this variable as a problem, 32% qualified it as capacity factors and 25.5% as lack of motivation. In other words, the lack of training could generate variables of disagreement that were reflected in the doubts of the personnel's capacity and their lack of motivation.

When consulting the staff about the last training they had within the organization, 37.5% indicated 6 months ago, 37.5% indicated that they had never participated in a capitulation and 25% said a year ago. These results showed that not all staff was considered for the different existing training within the organization. Therefore, with respect to the lack of training, 50% indicated that it was due to the lack of time, 37.5% considered that few of them were trained and 12.5% assumed that they had not requested training for their jobs.

### **Perspectives of the members and staff of the Association**

When inquiring about job satisfaction, 30% felt strongly disagree with their position, 40% agreed with their position and 30% were neither agree/ nor disagree. It should be assumed that 30% who are not neither agree / nor disagree had a lack of motivation or were not considered in the training to improve their work environment.

Regarding the training to determine if they helped job and professional growth, 70% considered that they strongly agreed, 15% agreed with this option and another 15% did not consider this alternative, that is, they disagreed.

In the question related to the training implementation within the association, 85% answered that they strongly agreed and 15% neither agreed / nor disagreed, that is, the importance of the implementation of courses, workshops within the organization was relevant to generate an organizational culture for updating knowledge and fostering an efficient and effective organizational management.

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## **PROPOSAL**

### **Model of the Training and Development Plan**

The Training and Development Plan is determined as a document developed by the administrative area of an entity whose purpose is to respond to the training of personnel within an established period. For the implementation of the plan, it must be taken into consideration the public to whom it is directed, the necessary training operations, the budget, the desired results and the evaluation of the acquisition of knowledge with the expected results after its application.

### **Diagnosis of the organizational situation**

The analysis of the organizational situation determines the establishment of work and considers whether the association has training and communication policies for their development in the institutional culture. In this process, the obstacles that may be faced in the development of the plan are evaluated. Both positive and negative factors will allow knowing the business development through competitiveness and training procedures.

Therefore, the proposal is analyzed through an organizational SWOT and the surveys carried out with the organization's personnel, in which the shortcomings that affect such organization may be determined. As a consequence, it is proposed to design a training plan and organizational development that would improve the performance of the entity, by identifying the necessary strategies within the organization.

Through this SWOT, it is possible to determine the existing shortcomings within the organization, since it coincides with the responses made to the organization's staff. According to the SWOT, it was determined that:

- The low index of artisan training.
- The association does not have an organizational or work plan to carry out during the new committee in charge, which makes it difficult to evaluate work performance.

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-The low training of administrators in accounting fields, customer service, marketing issues that allow expanding their products in the market, causes an unfavorable administrative management for the association.

-The little technological update in communication within the association hinders the development of processes and generates waste of time in activities.

### **Analysis of the positions of the organization**

To know the structure of the project, the positions held by the directors of the association are analyzed, establishing the functions, abilities and skills required for the timely fulfillment of their work, determining the detection of training needs and the correct development of training programs.

### **Staff Training Plan**

For the Personnel Training Plan, they will have to prioritize the existing training projects, taking the budget, the most important objectives for the company, as well as the methodology established for the training, the provider of the services, the contents of the actions, the collaborators who would benefit and the opportune moments to participate in the workshops.

**Schedule of Activities:** It establishes the period of time that the training of the association's staff will take. It comprises eight activities that will take place from July 20 to 27, 2020.

### **Evaluation of the Training Plan**

In the evaluation of the results, it is determined whether the tasks were successful through the interviews with the collaborators. The purpose is based on knowing their degree of satisfaction, the evaluations implemented by the provider of the training

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services and the analysis of the application of knowledge by the professional in their job title.

## **Feedback**

In this step, the objectives achieved in the training are measured to identify the actions that were implemented for improving job performance, whose purpose is focused on the continuous progress of the association. Feedback within the organization should be generated in a timely manner, including clarification of exposed issues, assessing achieved objectives, expressing procedural concerns, and making suggestions for improving future training sessions.

## **CONCLUSIONS**

In this study carried out in the association of Jewelers of Azuay, it allows to visualize the existing shortcomings in the organization for which it is concluded that:

- Implementing a proposal for the design of a training and development plan within the Azuay Jewelers Association will allow the training of staff, raising levels of knowledge and opening up to new learning that will establish strategies for the growth of the association by improving job performance.
- The benefits of training for both partners and workers generate greater understanding and adaptation to corporate policies, allowing them to identify the objectives and goals of the association and discover that it is a motivating tool that generates confidence in their capacities, aptitudes and abilities to perform in their position labor.
- Another of the organizational improvements is the implementation of technological means between the partners, since it may not only strengthen communication but also generate an inclusive work environment that enhance the corporate image.

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