



Training and development enhancing sustainability practices in the logistics area

Treinamento e desenvolvimento potencializando práticas de sustentabilidade na área de logística

Gustavo Ruyz Rodrigues

Mayara Eloy R. Albuquerque

Rosiane dos Santos Silva

Keywords: Sustainability practices, Logistics industry, Innovation.

1 INTRODUCTION

Based on the current scenario, we see that the labor market has been transforming and innovating more and more, and this makes some aspects have to be updated; as an example, we can mention the engagement of some companies in the logistics industry that use training and development not only as a training tool for their employees, but also as a strategy to promote and maintain corporate competitiveness in the face of an economy that is constantly changing.

A long time ago it was clear and we can highlight that sustainability was seen only as something subjective, where much was said and little was done on the subject, precisely because of the idea that resources could be inexhaustible; with the evolution of processes and time, we have seen that resources are limited and with this it is necessary that we take care of them in the best way. This purpose is also being disseminated within companies, which aim to use resources in the best possible way, not only in their processes, on a daily basis, but also using sustainability to make the company highly competitive in the business world.

In the research conducted, we will see a little about how this context occurs in reality and how professionals in the Logistics area are acting in relation to the theme in practice; since they are directly connected to this theme, through reverse logistics, for example, and the functions imposed and developed on a daily basis. To this end we propose the following research question: Is it possible through training and development to foster practices related to sustainability in the logistics area?



Thus, the objective of this article is to analyze, through a qualitative research of the basic type and semi-structured interview, the importance of training and development to support practices related to sustainability in the logistics area, how this happens in the day to day of employees and if the training and development in fact can be something that helps to fix the content and encourage employees to adopt more sustainable practices in their routine. The theme is relevant due to the fact that being sustainable makes the company more attractive and competitive in the market and, in view of so many climatic and sustainable issues, it is necessary that companies adapt to a more sustainable business model, not only in relation to the use of resources, but also in the mentality, culture, vision and values assigned to the company.

2 OBJECTIVE

To conduct a qualitative search on how training and development can enhance and foster sustainability practices in the logistics area.

3 METHODOLOGY

This study was developed through the technique of qualitative research of the basic type, where the objective is to recognize and analyze whether it is possible through training and development, foster practices related to sustainability in the area of logistics. The data collected was through interviews with a semi-structured script (Maxwell, 2011) and thus sought to explore the perceptions of four interviewees, being professionals working in the logistics area as shown in Table 01.

The choice of the interviewees was made through intentional sampling because they have the necessary characteristics for the complementation of the studies, such as training and performance in the area studied. The size of the intentional sample was determined by the criteria of theoretical saturation of the categories studied, called category analysis (Flores, 1994).

The data collection was made under confidentiality guarantee between the period from 26/04/2023 to 02/05/2023, where all the record was collected voluntarily by each participant, with the sole purpose of collaborating in the realization of this analysis. The participants were sent questions that make up a semi-structured interview, and to follow the process of data analysis and compose this study, the approach of category analysis was used (Flores, 1994) and this approach is guided by the following topics: a) segmentation, coding and categorization; b) elaboration of the system of categories; c)



examination of the content of the categories and; d) comparison of the perception of the participants in the various categories.

Table 1: List of participants in the qualitative research

Participant	Genre	Age (Years)	Position	Time in the function	Company size
1	Male	27	Logistics Analyst	8 years	Great
2	Female	22	Logistics Assistant	1 year	Medium
3	Male	38	Logistics coordinator	18 years old	Great
4	Female	28	Logistics Controller	2 years	Medium

Source: Prepared by the authors

4 DEVELOPMENT

The implementation of sustainable practices in the logistics area is crucial to reduce the environmental impact and to improve the operational efficiency of companies. Logistics is an activity that involves the transportation, storage and distribution of goods, which generates large amounts of greenhouse gas emissions and waste. The adoption of measures such as the use of more efficient vehicles, route optimization and the use of recyclable packaging can significantly reduce the environmental impact of logistics operations.

Furthermore, the implementation of sustainable logistics practices can also generate economic benefits, such as the reduction of operational costs and the improvement of the company's image before its clients and partners. With society's growing concern with sustainability, companies that adopt more environmentally responsible practices tend to stand out in the market and attract increasingly conscious and demanding consumers. Therefore, the implementation of sustainable practices in logistics is not only an ethical and environmental issue, but also an intelligent strategy for long-term business success.

4.1 TRAINING AND DEVELOPMENT

Training and development is a fundamental process for the success of a company in relation to its culture, mission, vision, and values, for example. It is from this tool that the Human Resources area will reach its target audience and put into practice everything that the company idealized on paper. Training consists in providing employees with the



necessary skills and knowledge to perform their functions efficiently and effectively, while development focuses on the professional growth and progress of employees, improving their skills and competencies to perform their functions more efficiently. Both are important for improving individual and collective performance, and are a strategic investment for the company.

Training and development programs can take many forms, from specific technical training to leadership and soft skills development programs. These programs help increase productivity, quality of work, and talent retention; they also improve employee satisfaction and, consequently, the company's image. By offering training and development, companies demonstrate commitment to their employees and invest in their success and growth, which can lead to positive results for everyone involved.

The objective of training and development is also to empower and improve the performance of an organization's employees in combination with skills and techniques, improving activities and routines, meeting and exceeding the company's expectations. And for this to happen, it is of utmost importance to be committed to corporate education and to have continuous development of the collaborators, benefiting from training geared to their real needs.

And as far as the Information Technology (IT) area is concerned, updating and training is of the utmost importance, since it is an area that is constantly changing according to the legislation in force, and so the programs that the companies provide must always adapt, in order to meet the clients' needs as well as the company's objectives. Thus, with constant training, the company passes on security and reliability.

Training and development are fundamental to the success of logistics in an organization. With the constant technological advancement and the growing competitiveness of the market, it is necessary that the team is updated and trained to deal with the demands and challenges of the logistics sector. Training can range from training in technological tools to the development of skills such as leadership, teamwork, and effective communication. Thus, investing in training and development can contribute significantly to the increase of logistics efficiency and effectiveness, in addition to improving employee satisfaction and engagement.

Moreover to achieve the loyalty of internal and external customers with the company, it is important to involve managers and all employees, so that there is clarity in information and knowledge. This relevance was also found by Boog (2001, p.29) in the statement:



If there is a unanimity in organizations, it is that people need to be trained. Any manager, from the front-line foreman to the president, doesn't need much encouragement to unravel a series of problems that wouldn't happen if the people under his responsibility were better prepared.

That said, the qualification and training of employees bring many benefits, among them customer loyalty in view of a quality service, and increased satisfaction not only for the logistics area, but for all sectors of the company where T&D can be applied.

4.2 APPLYING TRAINING AND DEVELOPMENT EFFECTIVELY IN THE COMPANY

In the context of seeking to acquire and maintain a lasting and sustainable competitive advantage in the market, investment in training and development of people certainly plays a vital role for organizations. For Chiavenato (2010), training is a continuous cycle composed of four phases: **diagnosis, design, implementation, and evaluation**. Thus, **diagnosis** is to investigate training gaps within the organization. **Design is to** detail the training actions to be applied in relation to specific objectives.

Implementation includes execution and monitoring of the development plan. **Evaluation** is the verification of the results obtained. It is worth noting that in each organization personal T&D can be performed according to the specific needs and requirements of the people. This can be seen in the statement of Chiavenato (2010, p. 373):

Training needs are the lack of professional preparation of people. A training need is an area of information or skills that an individual or group needs to develop in order to improve or increase their efficiency, effectiveness and productivity at work.

It is through people that almost all processes are developed and enhanced in organizations, so it is necessary to develop and enhance the knowledge of employees with respect to sustainability. Chiavenato (2014) argues that it is necessary to develop people, because it means that they will have access to sufficient information and support for them to develop new knowledge, skills, and competencies and thus become even more efficient in what they do. However, giving basic training makes it possible for them to learn and spread new solutions, attitudes, and ideas, for example; thus bringing about a change in habits and behaviors.

There are a variety of training methods available, but it is important to note that there is no one ideal form of training and that the best programs are flexible, allowing



employees to adapt to what is being trained and the needs of those being trained. These methods can be used in combination because a good training program builds on the strengths of different methods. Training can be categorized according to where it will take place: inside the company, for the purpose of retraining or even acquiring new practices, and externally, outside the company for the company's employees or publicly for employees from different companies to form a separate group.

Development refers to a set of activities designed to exploit people's learning potential and productive capacity, change behavior and attitudes, and acquire new skills and knowledge. It is aimed at maximizing professional and motivating human performance, improving results, creating a good organizational climate, and achieving functional profitability in the company. Training and development is the partner of sustainable development of the organization, for the evolution of the company, needs continuous improvement in T&D, in today's world, with the advancement of technology, service quality / management process, high competitiveness, employee and professional image.

4.3 SUSTAINABILITY

Sustainability is a fundamental concept to ensure the long-term survival of humanity and the planet. It is a development model that seeks to meet the needs of the present without compromising the ability of future generations to meet their own needs. This means balancing environmental preservation, economic development, and social justice.

The concept of corporate sustainability materializes sustainable development in the business context, which comprises, equally, the organizational economic, social and environmental results without affecting future generations. Sustainability involves a series of practices and policies that aim at minimizing the impact of human activities on the environment, such as the adoption of renewable energy sources, the reduction of resource waste, the conscious use of water, the protection of biodiversity, among other actions. The main idea in this case, is to "meet the needs of the present, preserving and developing resources, which meet future needs" (SOARES, 2010).

To be sustainable, one must take a long-term view and consider the impact of each action on the environment, the economy, and society. This involves adopting practices that minimize the use of natural resources, reduce the emission of pollutants, and ensure the recycling and proper treatment of waste. In addition, it is important to promote social



inclusion and equal opportunities, ensuring that everyone has access to decent living conditions and can contribute to sustainable development. Sustainability also covers social and economic aspects, such as promoting social justice, valuing cultural diversity, encouraging local production and fair trade, among other measures that seek to ensure equity and prosperity for all.

Sustainability is a complex challenge and requires the collaboration of governments, companies and society in general. To promote it, it is necessary to foster environmental education, technological innovation and citizen participation. It is important that companies adopt sustainable practices in their operations and that governments create public policies that encourage sustainable development. The society can also contribute by adopting conscious consumption habits and demanding that companies and governments adopt sustainable practices.

4.4 SUSTAINABILITY APPLIED TO THE LOGISTICS AREA

Business logistics studies how management can improve the level of profitability in distribution services to customers and consumers through effective planning, organization, and control for the handling and storage activities that aim to facilitate the flow of products (BALLOU, 2007).

Sustainability and logistics are interconnected, since logistics is responsible for the transportation, storage and distribution of products, and these activities can significantly impact the environment. Sustainable logistics seeks to reduce these impacts by adopting environmentally responsible practices in all stages of the supply chain.

Companies can adopt several measures to make their logistics operations more sustainable such as: reduction of greenhouse gas emissions, responsible for global warming. This can be done through the adoption of cleaner technologies, such as electric and hybrid vehicles, and the use of biofuels. In addition, it is important to reduce energy and water waste in logistics operations by adopting more efficient practices. These practices not only reduce the environmental impact of logistics operations, but can also bring financial benefits such as reduced fuel costs and improved operational efficiency. In addition, the adoption of sustainable practices can enhance a company's reputation by increasing customer loyalty and attracting investors and partners who value environmental responsibility.

Another way to apply sustainability in the logistics area is through waste management. Logistics is responsible for moving large amounts of goods, which



generates a significant amount of waste, such as packaging and discarded materials. It is essential to adopt waste management practices that prioritize recycling and reuse, reducing the amount of waste that is sent to landfills.

Finally, sustainability can be applied in the logistics area by promoting social responsibility. This means ensuring that logistics operations respect human rights, including the non-exploitation of child and slave labor, in addition to promoting social inclusion and equal opportunities. This can be done through the adoption of codes of ethical conduct and the selection of suppliers committed to sustainability.

5 CONCLUDING REMARKS

After all the content studied and addressed in this article, we realize that training and development is an effective tool to implement more sustainable practices in a company, because it allows employees to be trained and made aware of environmental issues and how their activities impact the environment. Through specific training, it is possible to teach sustainable techniques and practices, such as energy saving and reducing water and material consumption. In addition, training can encourage the adoption of new behaviors and the promotion of an organizational culture more focused on sustainability.

Training and development is an effective tool for applying content to employees, because it allows knowledge to be transmitted in a clear, objective way, using teaching methods that are appropriate to the participants' profiles. The training can be on-site or remote, and can be customized according to the company's and employees' needs. By investing in sustainability-oriented training, the company can create a more aware and skilled team, capable of contributing to the adoption of more sustainable practices and to the reduction of the environmental impact of the company's activities.

Answering the main question of the study: "Is it possible through training and development to foster practices related to sustainability in the logistics area?", one realizes that it is feasible to use training and development as a tool to stimulate more sustainable practices; this is supported by the interviewees' responses that were positive when asked about such aspects.

The article adds great value, because through it we were able to emphasize a fundamental subject for those who are inserted in the organizational context, bringing insights that can help the reader to reflect and identify points for improvement in their trajectory and performance. The consideration and proposal for future studies that we could highlight is that in order to apply everything that is proposed in this study, the



Human Resources area needs to be aligned, that is, the company's culture needs to be very rounded and assertive in relation to the points mission, vision, and values. As it is considered the mirror, the HR area can indeed implement such practices through the tool, but it needs to pay attention to the points mentioned above.



REFERENCES

BALLOU, Ronald H. **Logística Empresarial: transportes, administração de materiais e distribuição física**. 1. Ed. 19. reimpr. São Paulo: Atlas, 2007.

BOOG, Gustavo G. **Manual do treinamento e desenvolvimento ABTD**. 3. ed. São Paulo: Pearson Markron Books, 2001. ISBN: 85-346-1302-8.

CHIAVENATO, I. **Recursos humanos: o capital humano das organizações**. Rio de Janeiro: Elsevier/Campus, 2010.

CHIAVENATO, I. **Gestão de Pessoas: o novo papel dos recursos humanos nas organizações**. –4. ed. – Barueri, SP: Manole, 2014.

FLORES, J. G. **Análisis de datos cualitativos: Aplicaciones a investigación educativa**. Barcelona: Latorre Literaria, 1994.

OLIVEIRA, Maxwell Ferreira. **Metodologia científica: um manual para a realização de pesquisas em administração**. Catalão: UFG, 2011.

SOARES, Rauf Rodrigues. **Estudo de medidas para implantação da sustentabilidade na gestão de estoque, transporte e armazenagem**. 2010. 39f. Projeto Aplicado (Graduação) – UNATEC, UMA, Belo Horizonte, 2010.