



The importance of continuous improvement in people management for timber industries

A importância da melhoria contínua na gestão de pessoas para indústrias madeireiras

Felipe Oliveira Lima

Luana Cristal Lirya Silva

Keywords: Timber industries, People management, Industrial sector.

1 INTRODUCTION

With the constant advance of globalization, where much of the products, techniques and even knowledge become obsolete from one day to the next, competition and the demand of the consumer market have been increasing more and more. When it comes to the industrial area, they become even stronger, a real question of survival.

To this end, continuous adaptations and changes are necessary in different types of sectors and processes, among which, People Management stands out. It is simply impossible to talk about development, evolution and advances without thinking about people, as they are the primary factor within production and service delivery.

Specifically, when analyzing the timber industrial sector in Brazil, it is possible to verify an even greater need for investment and changes in thinking on the part of people, whether in selection and hiring, remuneration, working conditions or forms of work management.

According to REMADE (2003), this type of industry in Brazil presents one of the most promising prospects for expansion in the world, both because of the natural conditions and the growing investments in modernization. Increasing even more the need to invest in quality, and especially in people, who are directly responsible for making expectations come true.

In order to improve the quality of products and services, so that customers and even owners are more satisfied, organizations also seek to develop an "ideal" workplace, a suitable environment that preserves not only the quality of products and services, but the quality of life of the worker.



For Dutra (2002), people management is characterized as a set of policies and practices that allow the reconciliation of expectations between the organization and people so that both can perform them over time. What makes companies enter into a constant search for new and more efficient ways to offer the best for your employee, and that the same, give the best of yourself to the company.

Offering the best place to work, with differentials such as high salaries, bonuses, variable remuneration, opportunities for self-realization and professional and personal development, as well as benefits for the family, have become something primordial and indispensable. Companies have realized that people are the element of their nervous system that introduces intelligence in business and rationality in decisions" (CHIAVENATO, 2004, p. 34).

People management is responsible for productive restructuring and adaptation of changes in work and the worker. Thus seeking growth with lower cost and greater added value possible, while meeting the needs that have arisen in the daily lives of workers.

2 OBJECTIVE

Conduct a literature search on how continuous improvement in people management can contribute to the timber industry sector.

3 METHODOLOGY

The present study addressed a literature review, developed through consultations of articles published until the year 2023 in the electronic databases: Portal Capes, Scopus, Scielo and Google Scholar, using the terms people management, timber industry, and sawmills, in Portuguese and English. For the composition of the research, only articles available online were prioritized, excluding those that did not fit the proposed period, that escaped the theme, as well as articles that were not available online.

4 DEVELOPMENT

People management is a relatively new specialty that emerged after the strong impact of the Industrial Revolution and its main purpose is to seek the balance between organization and people, becoming a fundamental piece from the business point of view; since, through it, the superiors induce their subordinates to achieve the goals of the organization and to seek their personal improvement (CHIAVENATO, 2004, p. 53).



Chiavenato (2002) makes an analogy that in order to achieve the strategic objectives of the organization there must be a bridge, with the function of uniting the goals of the company with the personal goals, particular.

Organizations have realized the importance of people and how they are managed, unlike in the past, when the focus was only on product or process technology, protected or regulated markets, access to financial resources and economies of scale. (LACOMBE, 2006, p. 14). Human behavior is as important as a properly designed strategy and a well-structured company.

For Chiavenato (1999) in current times it is essential that companies make people partners of the organization, since employees contribute with their knowledge, skills and abilities, providing decisions and actions that boost the organization.

The timber sector in Brazil is undoubtedly one of the great highlights of the current economy and future market prospects. Even with an adverse economic scenario, the Brazilian sector of planted trees, forestry and industrial timber, has been showing positive results in its main performance indicators.

Lima et al. (2023) mentions that the sector has been growing rapidly since the end of the 20th century, with several applications and great potential, mainly due to the vast planted territory, with fast-growing forests, and the great variety of characteristics, species and location of the raw material, wood.

The timber industry sector brings together a range of companies, investors and entrepreneurs that operate from the supply of specific inputs and machinery for forestry activity, through the provision of specialized services such as the production and planting of seedlings, tree harvesting and wood transportation to the transformation of wood into intermediate and final goods (LIMA et al., 2018).

The demand of the timber sector represents a considerable financial return, forcing companies to experience constant transformations with innovative management proposals, since organizations are not isolated islands and need to relate to other companies, the community or the environment where they are located (REBOLLO, 2000).

Thus, the branch of wood industries to keep up with the competitiveness that the market imposes on companies seeks new models of management of the people who make up this environment, requiring constant transformation. We live in a historical moment in which competition and sustainability is a factor present in organizations, and this is also



reflected in the competition for professionals who add characteristics and values that determine a quality differential for companies (SILVA et al., 2019).

According to Lafuente (2011), more and more it will not be enough the quality of the products, nor the value of the brand, nor the low cost, the great sustainable competitive difference of the organizations is definitely the talent.

Therefore, regardless of the size of companies, whether small, medium, large, multinational or national, family or professionalized, the high demand for wood products converges with the need for qualified professionals. Applying the different techniques of people management is substantial, thus aspiring to attract the best.

The main points to be evaluated and changed by companies in the sector, based on various articles and research, are: the location of talents (recruitment and selection), investment policies, qualification and growth (career management), the structuring of the organizational environment, remuneration, motivation of professionals in short, the quality of life as a whole.

Thus, in this study, it was observed that the human resources policy should recognize people as the most valuable factor for the development of activities carried out in the institution and the improvement of its efficiency (CHIAVENATO 2002). As the company grows, develops, sophisticates and inserts itself in more competitive environments its management model must also change and evolve, case of people management.

Many data from companies in the timber industry sector are still little publicized, but it is possible to verify that because it is a potential market and has with it, together with the precariousness of some of its branches, it has great room to grow. Numerous tools and measures of people management and related to human capital can help in this development.

Of course, it can be seen that to put all this into practice some somewhat archaic thinking, policies and organizational cultures still strongly present in the industry need to be extinguished. An opening to these new management models is necessary. Improving selection techniques, proposing career management with opportunities for evolution and good salaries, together with development and qualification policies, prove to be economical and highly efficient methods for such change.



5 FINAL CONSIDERATIONS

Based on all the surveys made, and the comparison between the various data and updated and diversified theories. We see that today it is surely impossible to think about organizational development, maintenance and / or market growth, and even be a strong competitor, without focusing on the human part of each and every step of the different processes.

People management is not just another complement, a differential, it is something essential and that needs to accompany every step taken in an organization. Its ideas, methods and tools must be constantly worked on, disseminated and aggregated in companies. Managing with the well-being of employees in mind, and quantifying the importance of each one to achieve any desired goal is now something crucial, it needs to be part of the organizational culture.

Specifically the sector of forest-based industries in Brazil, the timber industries, despite being in constant growth, and according to research present an optimal potential for an evolution, and, even having companies considered "giants", which are strong both in the national and international market, still has much to improve and adapt their processes related to people management.

Seeking a standardization of salaries, positions and salary levels, applying career management practices, following examples from other sectors already consolidated, always seeking the personal, technical and intellectual development of the worker through training, courses, lectures, fairs and orientations, are all applicable and very welcome measures for this change.

However, the main factor is that decision makers in the timber sector, as well as in any other area that still has the need to implement or improve people management resources, is to penetrate the ideas mentioned above as something real, common and ideal. It is essential to a concrete, firm and bold change of thought, without fear of what is or seems new, to do the different and thereby ensure a better future for the organization, through a good present for all people participating directly and indirectly in the organizational experience.



REFERENCES

- CHIAVENATO, Idalberto, SAPIRO, Arão. Planejamento Estratégico: fundamentos e aplicações. Rio de Janeiro: Elsevier, 2003
- CHIAVENATO, Idalberto. Gestão de pessoas: o novo papel dos recursos humanos nas organizações. Rio de Janeiro: Elsevier, 1999.
- CHIAVENATO, Idalberto. Recursos humanos: edição compacta. 7 ed. São Paulo: Atlas, 2002
- CHIAVENATO, Idalberto & MATOS, Francisco Gomes. Visão e ação estratégica. São Paulo: Pretince Hall, 2002.4
- LIMA, F. O., LIRYA SILVA, L. C., FERREIRA, B. S., MORAIS, C. A, G., BERTOLINI, M. S., BARREIROS, R. M., AZAMBUJA, M. A., CARASCHI, J. C., FAVARIM, H. R.; CAMPOS, C. I. Influence of the addition of Al₂O₃ nanoparticles and the duration of pressing on the physical properties of OSB panels, *BioResources*, 17(2), 3014-3024, 2022. <https://doi.org/10.15376/biores.17.2.3014-3024>
- LIMA, F. O., SILVA, L. C. L., FAVARIM, H. R.; DE CAMPOS, C. I. Adição de nanopartículas em painéis engenheirados de madeira / Addition of nanoparticles in engineered wood panels. *Brazilian Journal of Development*, 8(1), 2659–2667, 2022. <https://doi.org/10.34117/bjdv8n1-173>
- LIMA, F.O., LIRYA SILVA, L. C., MAIA, R.A., OLIVEIRA, I, R., OLIVEIRA, C, R., FAVARIM, H.R.; CAMPOS, C.I. ZnO nanoparticle: production and use for particleboard improvement: Nanopartículas de ZnO: produção e uso para o melhoramento de painéis particulados de madeira. *Concilium*. 23. 420-429, 2023. <https://doi.org/10.53660/CLM-1108-23D39>.
- LIMA, F.O., SILVA, L.C.L., CAMPOS, C.I., CHRISTOFORO, A.L.; LAHR, F.A.R. Pressing time influence on physical and mechanical properties of MDP panels, *Scientia Forestalis*. (46), 387-393, 2018. <https://doi.org/10.18671/scifor.v46n119.06>
- SILVA, L. C. L., LIMA, F. O., CAMPOS, C. I. DE; FAVARIM, H. R. Influência da adição de nanopartículas de AL₂O₃ e CUO nas propriedades físicas de painéis particulados de madeira / Influence of the AL₂O₃ and CUO nanoparticles addition on the particleboard physical properties. *Brazilian Journal of Development*, 7(5), 52535–52543, 2021. <https://doi.org/10.34117/bjdv7n5-588>
- SILVA, L.C.L., LIMA, F.O.; FAVARIM, H.R.; CAMPOS, C.I. Heat Transfer and Physical-Mechanical Properties Analysis of Particleboard Produced with ZnO Nanoparticles Addition, *Bioresources*, v. 4, p. 9904-9915, 2019. <https://doi.org/10.34117/bjdv7n5-588>