

THE TRAINING IMPACT AT WORK OF A HEALTH MANAGEMENT SPECIALIZATION COURSE

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RESUME

Strategies were developed for formation and qualification of managers of the public system of the country, among which stands out the development of the National Program of Public Management (PNAP) that offers oriented courses on this area, in the distance through Open University of Brazil (UAB). It is used the distance learning due to its importance as tool that allows simultaneity between formation and action to work. One of PNAP's courses is the specialization of Health Management offered since 2013 by the Federal University of São João del Rei (UFSJ). The course aims to train health managers and this study objective is to evaluate the impact of this specialization in the work of the course participants. Data collection consisted of the application of two questionnaires to participants who concluded the course. Therefore, it is possible to set on the profile of the students, the majority are from the feminine gender, married, attended graduation in private schools, had another specialization, have taken part in a distance learning course and work in the public sector. On the specialization, the second questionnaire demonstrates that it caused impact on the egressed students work environment. It is concluded that specialization was addressed to the recommended target audience and produced changes in the behavior of professionals in the workplace.

Key words: public management; distance learning; impact of training on the job.

1- INTRODUCTION

The changes made in the Federal Constitution of 1988 were governed by the principle of decentralization in public management and caused states and municipalities to gain greater autonomy and responsibilities in activities that were once exercised by the Union. In this context the local governments have become protagonists of the development process of the cities, increasing the requirements for the formation and training of the managers (CACCIABAVA; PAULICS; SPINK, 2002; VELOSO, et al .; 2011).

Therefore, it was necessary to create professional qualification and formation strategies in management aimed at improving the efficiency, effectiveness and quality of public services for the population, especially in the health sector. With this focus, the Ministry of Health in partnership with other institutions have developed different managers of qualification programs for health systems and services at all levels of administration (GROHMANN; RISS; BATTISTELLA, 2014).

Among various programs it is highlighted the National Program of Public Management (PNAP). This program grew out of the effort and reflection of a network composed of Higher Education Personnel Improvement Coordination (CAPES), the National School of Public Administration (ENAP), Federal Administrative Board (CFA), Secretariat of Distance Learning (SEED / MEC) and public institutions of higher education, linked to the Open University of Brazil (UAB) (DEMARCO, 2013).

The PNAP encompasses a bachelor's degree in Public Management and three specializations (Public Management, Municipal Public Management and Health Management) all being offered in Distance Learning (EaD) and free through UAB (CAPES, 2009).

According to the courses offered by PNAP, the specialization course in Health Management has been offered by 23 Public Institutions of Higher Education in Brazil at various Presence Support poles UAB.

The specialization in Health Management aims to qualify managers so they can develop interventions according to the reality of each service, improve administrative actions and initiatives as well as facilitating access to information and communication technologies. Among the public institutions of higher education that offer this specialization is the Federal University of São João del

Rei (UFSJ) located in the state of Minas Gerais. The UFSJ offers this specialization since 2013 and its first class, there were 320 places available distributed in eight of Presence Support Poles. There were 2.599 entries to compose the first class of this specialization.

As this course should be a tool to enable health managers and given the high demand for it, the aim of this study was to evaluate the impact of training on work of graduates.

2- THEORETICAL REFERENCE

EaD is consolidated in front of the intense process of globalization and growing use of technological innovations in the different fields of knowledge. It is an alternative method to traditional educational models, the contents are mediated by information and communication technologies (TIC's) where teachers and pupils develop activities in different time and place, allowing greater flexibility (OLIVEIRA et al., 2013).

This modality of education favors the construction of skills, knowledge and appropriation of new technologies and allows students to develop the content on their learning pace. EaD stimulates curiosity and independence for students during the teaching and learning process and enables the interaction and exchange of experiences with others involved thus contributing to the improvement of professional practice (SILVA, PEDRO;. 2010 ROJO et al, 2011).

Distance learning is expanding throughout the world and is occupying a valued space and of great importance in the country's politics and economy since it is a strategic tool for continuing education for professionals who are embedded in public services. Those involved need no estrangement of the workplace, they can experience the simultaneity between formation and performance (GROSSI, KOBAYASHI, 2013).

In this context the Brazilian government invests in courses to qualify professionals, mainly health managers, seeking to prepare them for the challenges of public administration. Among the courses offered there is the specialization of PNAP Health Management that through the Universities linked to UAB offer the course in distance mode. This specialization has political pedagogical project, workload and common teaching materials in all national

territory thus expecting to maintain a quality standard across the country (CAPES, 2010).

This course aims to produce changes in professional behavior and impact in the workplace. Actual results that produces a course on the desktop is called the impact of the training. According to Abbad and Pilati (2005) the term impact of training at work is defined as the influence that the instructional event has on the subsequent overall performance of the participant in the training as well as in their attitudes and motivation.

It is expected to evaluate the course through the impact that it generates at work and identify ways to ensure improvement in the performance at work.

3- METHODOLOGICAL PROCEDURES

It is about an evaluative study with transversal approach on the impact on the job training course in Health Management specialization. This study was conducted with course graduates of specialization in Health Management of Federal University of São João del Rei located in the state of Minas Gerais. This university offers 320 vacancies in each class, distributed in eight Presence Support poles, being six in Minas Gerais and two in São Paulo. For the first offer of the course of specialization in Healthcare Management, in 2013, it has registered 2.599 candidates within one week of registration. 133 out of the 320 students enrolled (41.6%) completed the course.

The data collection consisted of the application of two online questionnaires web survey type to the 133 egressed students of the course. The use of online forms as collection technique is enshrined and is suitable for studies that have large volume of data collection (FOINA, 2002; SMITH, 1997; MCCULLOUGH, 1998 KEHOE; PITKOW, 1996). The first questionnaire addressed issues related to the student's profile and variables related to formation and professional performance, study habits, use of distance education, aspects of family and social life and the reasons for the demand for the course.

The second questionnaire addressed the instrument entitled "Training Impact amplitude" validated by Abbad (1999). This instrument consists of 12

items, associated with an agreement of the type Likert scale (PILATI, ABBAD; 2005).

Initially, an email was sent to all participants containing the access link to the online questionnaire. This email inviting the student to participate in the study was forwarded twice for each participant if he had not yet responded. Those participants who did not respond to the questionnaire after three sent emails were contacted by telephone for another three attempts. After all these attempts it was collected a final sample of 120 (90.2%) respondents, a percentage considered high for this type of data collection.

The following descriptive analysis was performed using the Statistical Package Statistical Software for Social Sciences 20.0 (SPSS).

This study obeyed the ethical precepts of Resolution 466/2012 of the National Health Council and was approved by the Research Ethics Committee involving human beings.

4- PRESENTATION AND DISCUSSION OF RESULTS

It was analyzed by the first collection instrument the profile of the egresses of course Health Management specialization. The 120 egressed students reside in 47 different cities. Most are from the female genre, married, attended undergraduate private institutions and had another specialization (Table 1). It is noteworthy that 44 (36.7%) of participants had more than one specialization.

Of the total respondents, prevailed professionals graduated in nursing 46 (38.3%), the remainder being distributed in 9 other professions. The average age was 42.1 years ranging between 21 and 59 yearsold. The average length of professional experience was 13.9 years ranging from 0 to 38 years. The Most (61.2%) has only one job and 45 (37.5%) egressed students had more than one. Another relevant aspect is that 108 (90%) egressed students have a position in the public sector.

Variável	n	%
Sexo		
Feminino	89	74,2%

Masculino	31	25,8%
Estado Civil		
Casado	67	55,8%
Solteiro	37	30,8%
Divorciado	10	8,3%
União estável	6	5,0%
Graduação		
Instituição Privada	78	65,0%
Instituição Pública	41	34,2%
Possui especialização		
Sim	81	67,5%
Não	39	32,5%

Tabela 1 - Perfil de alunos do curso de Especialização Gestão em Saúde, oferecido pelo PNAP, na modalidade à distância.

The courses are intended for college degree bearers who exercise activities in public agencies or third sector or who have aspirations to exert public service (CAPES, 2010). Therefore, the data analyzed reveal that the course is being offered to the target audience that operates in the public health services.

However, 75 (62.5%) professionals do not act as managers or administrators in health, which leads us to reflect whether the course will have an impact in the workplace or if, at some point, these participants will have the possibility to take over the management. According to the purpose of the course, it aims to develop management activities so that managers can interfere appropriately in social, political and economic at the municipal, state and federal country.

76 (63.3%) out of the 120 egressed students have already participated in a distance learning course, which favors access to information technology and communication and the development of activities throughout the course. Specialization in Health Management was structured through: Video conferences, Video lessons, forums, chats, use of Virtual Learning Environment

(AVA) for communication between the subjects and the availability of complementary texts. These technologies promote the distance learning and bring benefits to the teaching and learning of those involved (OLIVEIRA et al., 2013).

On the second questionnaire collection, regarding the impact of training on the job, it consisted of 12 questions and used a Likert scale as a response option. This scale has five options: Strongly Disagree, Disagree Little, In Doubt, Shortly Agree and Totally Agree. It was identified that in the twelve variables the highest percentage of responses were concordant between the options Agree Shortly and Totally Agree. This shows that the course produced impact on the professional lives of egressed students (Table 2).

Escala de Impacto do Treinamento no Trabalho	Concordam		
	Pouco	Totalmente	Total
Utilizo, com frequência, em meu trabalho atual, o que foi ensinado no treinamento/curso.	38 (31,7%)	71 (59,2%)	109 (90,9%)
Aproveito as oportunidades que tenho para colocar em prática o que me foi ensinado no treinamento/curso.	24 (20%)	86 (71,7%)	110 (91,7%)
As habilidades que aprendi no treinamento fizeram com que eu cometesse menos erros, em meu trabalho, em atividades relacionadas ao conteúdo do curso/ treinamento.	31 (25,8%)	71 (59,2%)	102 (85%)
Recordo- me bem dos conteúdos ensinados no curso/treinamento.	45 (37,5%)	59 (49,2%)	104 (86,7%)
Quando aplico o que aprendi no treinamento, executo meu trabalho com maior rapidez.	27 (22,5%)	72 (60%)	99 (82,5%)
A qualidade do meu trabalho melhorou nas atividades diretamente relacionadas ao conteúdo do treinamento.	28 (23,3%)	77 (64,2%)	105 (87,5%)
A qualidade do meu trabalho melhorou mesmo naquelas atividades que não pareciam estar relacionadas ao conteúdo do treinamento/curso.	41 (34,2%)	61 (50,8%)	102 (85%)

Minha participação no treinamento serviu para aumentar minha motivação para o trabalho.	29 (24,2%)	77 (64,2%)	106 (88,4%)
Minha participação nesse treinamento aumentou minha autoconfiança.	25 (20,8%)	81 (67,6%)	106 (88,4%)
Após minha participação no treinamento, tenho sugerido, com mais frequência, mudanças nas rotinas de trabalho.	41 (34,2%)	61 (50,8%)	102 (85%)
Esse treinamento/curso que fiz tornou-me mais receptivo a mudanças no trabalho.	32 (26,7%)	74 (61,7%)	106 (88,4%)
O curso/treinamento que fiz beneficiou meus colegas de trabalho, que aprenderam comigo algumas novas habilidades.	29 (24,2%)	64 (53,3%)	93 (77,5%)

Tabela 2– Distribuição de concordantes na escala de impacto do treinamento no trabalho do curso de gestão em saúde.

Observing Table 2 it can be noted that the question of the training of the Impact instrument in the work that presented the highest percentage in total concordant, was the second question, revealing that 110 (91.7%) egressed students agree. In the first instrument of the item it shows that 109 (90.9%) of respondents agree, with the second highest percentage of total concordant. These two items express the perception that egressed students have on the implementation of what has been learned in the training in their work, indicate that the same realize that there was training impact at work (BALARIN, ZERBINI, MARTINS, 2014).

And in another three questions of the instrument, eighth, ninth and eleventh showed the same percentage in total concordant 106 (88.4%) of graduates, which allows us to say that the same judged that the training increased motivation and self-confidence at work and become more receptive to changes at work. According Abbad (1999) the training impact at work is defined as the trial of the training on the effects of training on motivation, performance, confidence and openness to change, so to the impact that training has caused the work of participants in this study is exposed.

And the items of the instrument, the lowest percentage of total concordant was the last question about how the course has benefited from coworkers who learned from the participant's training some new skills, it showed

93 (77.5%) of graduates. Thus, the suggestion to the next training is to address how to share with the work team the learned content.

This data collection instrument that allowed to evaluate the impact of training on work reveals that the course caused changes in the behavior of workers and impact on the work.

5- CONCLUSIONS AND RECOMMENDATIONS

The distance learning was used as a strategic tool for training and qualification of managers to promote the simultaneity of operations and training as well as offering opportunity for large populations.

Specialization in Health Management evaluated in this study was offered in the distance, the linked UFSJ the UAB, through the survey results shows that it was addressed to the target groups recommended by PNAP, but it is expected that participants who do not act as managers or administrators in health at some point may have possibility to take public management.

The training aimed to prepare managers so that they can respond to the demands of society and to promote improvements in public services, based on the analysis of the results it shows that the participants obtained changes in behavior and impact on the working environment, and expected to achieve the objectives of proposal. This context waits for new tenders are open and that the challenges in developing the program are resolved besides underlining the importance of further research that can evaluate the training as well as all PNAP.

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