

The impact of human capital on the productivity of the company: case of Congo Brazzaville

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Abstract: *Today the most precious capital of an organization is not anymore establish as material assets, but rather as human assets and the combination of skills. It is to say that, henceforth human being is in the center of any development in a company. Thus, it is necessary to train and value the human potential in order to reach goals assign by any company. This work has for main objective to show the importance which dresses the human capital and the rational usage of agents in the development process of companies in Congo, by using investigation data within the company Breweries of Congo in 2007-2008.*

Keywords: *human resources, productivity, efficiency of the company, the breweries of Congo (Brazzaville)*

I. INTRODUCTION

Nowadays companies grant a considerable or important place to training due to the acceleration of the technological innovation from the beginning 1960s, which creates difficulties of adaptation in organizations. This acceleration changes the state of the balance of power, because workers see their skills decreasing. Indeed, the heavy industry concentrates its efforts on the development of material factors of production (capital, and work). However, it is in this same period that the importance of the human factor is highlighted in particular with the human resources theory, a theory elaborated and developed by two big authors Theodore W.Schultz and Gary Becker and many others such as J.Mincer, E.Denison,

According to L.Sekiou (1995), for companies, train employees turn out to be the unique way of facing technological changes. Thus these years represent a of reflection time for all the economic agents from industrialized countries in any area. Therefore, it appears important to value the human potential of companies. The fundamental hypothesis of the human resources theory is that the training, general or specific has the aim to increase the productivity of those receiving this training; so this one positively impacts on economic growth. In both factors of production from the neo-classic theory, (the technical capital and the less qualified capital) is added as supported by the upholders of human resources theory as abovementioned, a new factor the human capital according to A. Capped (1960)

Concept of the human resources and the productivity: a magazine (review) of literature**1.1. Definition of the human resources**

As regards the literature review, many authors focused their attention on the link between company performance and training. Peter Drucker (1999) is one of these authors. He affirms that "human being is the source, the rarest and the more precious capital of any industrial company". For any modern company, the staff represents the condition of success, a success that will depend on human resources occupying key positions.

According to Becker (1964) the human capital defines itself as all productive capacities that somebody acquires by accumulation of general or specific knowledge, savoir faire. The notion of capital expresses the idea that it is an immaterial stock imputed to someone (i.e. Idiosyncratic) which could be accumulated and employed. It is an individual choice and a personal investment.

The human capital is all the capacities, the talents, the qualifications, the experiences accumulated by someone and which partially determine his or her capacity to work or to produce for himself or for others (Jacques Generaux, 1969).

So Henri Mintzberg (1998) underlines that on the theory of organizations, "company is such as a set of people undertaking a collective action in pursuit of the realization of a concerted action". Thus, the profit of the company depends on the performance, the efficiency and the skill of the staff.

For HPP (Haitian Priority Project, 2009), the human capital has five components: the parental education, the schooling, the professional / university education, formation of the adults and education in the workplace. The human resources theory distinguishes two possible forms of training: the general training and the specific training.

The general formation: Acquired in a high education system, its transferability and its attachment to the worker explain the fact that it is financed by the latter, because he can use it on the whole working market. From its side, the firm or the company is by no means encouraged to bear the training costs of someone, susceptible to take advantage of these skills in another company that would be ready to pay him a better salary. In order to avoid such an inconvenient situation, the financing of the activity will take the shape of a lower remuneration (compared to his marginal productivity). The agreement between the employee and the company thus consists, on one hand in the purchase by the company of the "working strength", and in the purchase of training by the worker on the other hand.

The specific training: Acquired within a production unit of the good or the service, raised the productivity of the worker within the company but not or few except this one. In this case, the financing is assured at the same time by the firm and the worker. During the period of training, the salary received by the worker is lower than the one that it would have perceived outside, of the company. This differences measure his contribution to the specific training, but it remains upper to his productivity in value, clear of the economic cost of the training. This difference expresses the contribution of the firm to the financing of this training. The firm accepts such a contract only if she estimates to have a chance to make profitable her investment: the salary that she will pay at the end of the training period will be upper to the spare salary of the employee for jobs outside the company in order to incite the employee to stay in, but this salary will be inferior to his productivity in value, the difference with the salary paid representing the remuneration for the specific equity investment of the company.

So in the endogenous growth models, the human capital assimilates itself to a stock of recoverable knowledge economically and incorporated into people...ex-post measured by the salary paid .The knowledge is measured only by its monetary contribution and not by what it can bring to a process of knowledge accumulation.

The measure of the human capital: About the measure of human capital, several economic studies take into account education or training, so the level of the human capital is often measure by the training level of the adult population. Indeed, it gives a measure of the competence of the population and the workforce insofar as access to education allows people to acquire knowledge the savoir faire essential to an active participation to an economic life. Furthermore, there is a strong positive correlation between education and health, then between education and nutrition. So, as measure of human capital, one shall retain the educational level and the specific training.

1.2. The human capital theory

The human capital theory was developed in 1964 by Gary Becker. The human capital defines itself as all productive capacities which someone acquires by accumulating general or specific knowledge, know-how and experience. The notion of capital expresses the idea that it is an immaterial stock imputes to a person a stock that can be accumulated and consumed.

It is an individual choice, a personal investment. As any investment, it is estimated by the difference between the initial expenses, the cost of educational expenses and the concerned spending (purchase of books etc.), the opportunity cost, which correspond to the salary he would receive if he ever was in active life and his future income updated. Thus, the employee makes a choice between working and gets training courses which will allow him to perceive higher incomes; the preservation of its physical capital (health, food) is also taken into account. He optimizes his capacities by avoiding these one to depreciate too much because of the depreciation of its general and specific knowledge or the degradation of its physical and moral health. He invests to increase his future productivity and his income. As all the investments, the individual has to deal with the law of diminishing returns and the irreversible character of his expenses.

The arbitral models: people getting same capacities do not choose the same studies. This difference is directly connected to their social origin. Before starting a school program, the theory supposes here that people proceed to a advantages calculation - costs balance by the probability of success. The theory poses) then as hypothesis which the students from disadvantage areas will take more important risk than the others.

The competition models: This model rejects the strong hypothesis of the theory of the human capital: the productivity is not any more brought by the worker but considered as being a part of the workstation. Two characteristics matter within the company: the capacity of adaptation of the worker has the firm' structure and its efficiency at its workstation.

II. PRODUCTIVITY

The productivity is defined as a capacity to produce, of bringing back more or less the relationship between the quantity of the product and the necessary factors for the production. The productivity is only a measure of the efficiency of the production, but the productivity is the one obtained by dividing the price of an article by the hourly or middle salary. An average productivity of a factor is the relation of the quantity produced and the quantity used by its factors. The marginal productivity of a factor indicates the increase of the production resulting from the use of the additional unit of this factor. The property of diminution of the marginal productivity of a factor means that if one successively adds additional units of a variable factor the quantities of the other factors remaining unchanged, the increases of production which result from it decrease from certain point. The average productivity is increasing when the marginal productivity is superior to the average productivity.

$PM \Rightarrow PM > P_m$ $PM \Rightarrow PM > P_m$

The average productivity is maximal when it is equal to the marginal productivity

$PM_{MAX} \Rightarrow PM = P_m$.

therefore, the work productivity reports the whole honorable stage of transformation not only from the last

leading to the delivery of the product, to the consumption. In its economic approach, the productivity is considered as a measure or an ratio obtained by dividing the production by one of the production factors. We can also calculate the productivity of work, capital or of raw materials investments etc. When the word productivity is alone it refers to "the productivity of work". There is also a notion of global productivity of factors (GPF) which aims at synthesizing the productivity of the whole process of production, this variation measures approximately the technical progress. The productivity can also be measured by the quantity of energy used or the productivity of a unit or a production line.

2.1. Contribution to the formation on productivity

In its most general acceptance, the productivity is a report where, to the numerator there is the production (in quantity or in quality) and, to the denominator, such or such reserved factor: number of necessary working hours, invested capital etc. the word "productivity" must not be assimilated to "efficiency": in the concept of productivity, human aspects are irreparable from economic aspects. One considers that, within a company "the satisfied worker is an effective and productive worker ". So, it can be concluded that the employer who want to improve the productivity of his staff will have to ensure the satisfaction of each employee at his workstation.

The "productivity" is one of indication often retained and its study is the beginning of E Mayo's researches about the morale. If the productivity is a state of mind (Ardant) then its assimilation in the morale is natural, as far as the "morale" indicates the state of mind which incites the worker to produce (Roethlisberger).

However, the productivity is an indication of participation; but the participation does not involve satisfaction. Today, all agents approve the idea that formation is become essential for the survival of the majority of companies confronted with technological, scientific and social evolutions. This is to say that training has an impact on production in particular on the mass production which remains based on a simple principle of the improvement of the productivity which essentially resulted from the acceleration of the rhythm at the post of work. This productivity can be difference for every company.

III. COMPANY

Any company is created not to disappear but rather to exist and survive by making good combinations of its factors of production such as work, capital and the nature in order to maximize the cost and the profit.

Company is so defined as being an organization in which an entrepreneur allocates against an income some factors of production to the production of goods and services intended for the exchange for the purpose of realizing a profit.

So, it can be said that the company is an economic structure comprising one or several people working in an organized way to supply goods and services to customers in a competitive environment (the market) and not competitive (the monopoly). The sole proprietorship or the proper name company, which is run by a single natural person, does have neither a personality nor a different patrimony to that natural person running this company. And according to Thoma Suavet, the company is an organization constituting an economic unity destined to the production, to the exchange or to the circulation of goods and services. Company differs from the simple organization project intended to dissolve in its term, it is rather designed over time and for the driving of several similar projects and it implies a sustainability of resources (ex: machines, human resources, shareholders). So, three big types of companies exist in any country:

- private profit-seeking companies (small and medium-sized industry and large companies);
- Private non lucrative companies (under the voluntary sector).

3.1. Contribution of the training on the company efficiency

The vocational training is an essential or determining tool, for agents or employees eager to satisfy company or organization expectations and guarantee its efficiency. It allows employees to assure diverse functions entrusted to them, employees have to increase constantly their human capital; this increase is made possible only with the in-service training. The efficiency of the company highlights two aspects on one hand the formation for the benefit of the company and on the other hand formation in the profit of the employee.

IV. PROBLEMATIC

Based on to the requirement of any scientific work, the first stage of the investigation is the existence of a problem that the researcher wishes to solve, or a question that he wishes to answer. In a general way, the problem is defined as a structure of information which the connection engenders at the researcher's a gap being translated by an effect of surprise or stimulating questioning to motivate him making a research. It is also defined by, L.Althusser as “a definition of the fields of theoretical knowledge in which the problem of the exact place of its position of concepts is raised. So, the problem sends back to a fundamental question: can a link be established between the company performance and human capital? Then two secondary questions are raised:

in what extent human capital constitutes the key factor of success within the company?

How can be estimated the contribution of human capital to the company efficiency?

Two hypotheses are retained:

The application of modern management techniques such as the vocational training is one of the most important elements in economic developments of any company.

There is a correlation between human capital and company efficiency.

4.1. Data Description

within the framework of this work, the survey realized within the breweries will be used. The Company Breweries of Congo arose from the fusion in 1994 of the Breweries of Brazzaville (said Primus) subsidiary of Heineken group and the Congolese company of Breweries Kronenbourg (SCBK) from CFAO Paris group. Both merged companies had begun their activities in Congo: for the Breweries Brazzaville in 1952 in Brazzaville and in 1962 for SCBK in Pointe-Noire. Each of both Shareholders detains 50 % of the new company. In 1996, the Breweries of Congo absorbed the Pontenegrine Company of Drinks (PCD). The Breweries of Congo is a limited company with Board of directors with 7 637 895 000 XAF of share capital. The head office is situated in Brazzaville, Edith Lucie Bongo Ondimba Avenue, Mpila-BP 105. Avec a secondary Establishment located in Pointe-Noire, Bitékila Dombi Avenue, PB: 1147. Registered to the trade Register and the Movable credit under the number BZV-CGO-RCCM-02-B-095. Its Taxpayer number (NIU): M2005110000055116

Breweries of Congo Staff

in 2009 the company had 711 employees, 337 on Brazzaville site and 374 in Pointe-Noire. Without forgetting thousands of indirect jobs generated by some extra activities (Distributors, carriers, retailers, and related staff).

Index form of the Company

Today, The Breweries of Congo has three (3) production factories plants among which two in Pointe-Noire (a brewery and a lemonade laughs) and one in Brazzaville, producing beers and carbonated drinks (5 brands of beer and 5 brands of Carbonated drinks with diverse flavors, a malted drink and 22 size of an alcoholized drink.)

4.2. Training policy within the breweries of Congo

The direction has the heavy task to manage the personal total staff of the company, throughout the training service, the organization of the staff in-service training of the company. Moreover, it also takes care of the pay as well as employees health at the breweries level. The in-service training of employees is conducted by the training department. This department is hierarchically connected to human resources department. The training department has for main missions and attributions: the identification and the analysis of needs, training cost, the elaboration of the training plan. For a good organization of staff training, the training service has to insure on the administrative plan the information of employees about the training, the realization of the actions, the management of staff in training, the expenses accounting.

4.3. Organization of the training

In the continuation of the approach that leads to the training implementation, the real follow-up answers two requirements for the breweries of Congo. On one hand, she proceeds to the systematic evaluation of training initiatives at three levels: The educational objectives, which have to take into account the reality of the learning Training objectives, in order to facilitate the appreciation of the training results Progressive Objectives of the company; they measure his effects on the ground. On the other hand, the brewery by its training service analyzes at people level.

The initial training of agents

The professional experiences such as the know-how

The trainings followed in court of career, including those followed at the employee initiative.

4.4. Identification and needs analyzes

Companies generally have different needs: financial, material or staff training... the training needs of staff occupies a special place for the Brewery of Congo and present varied sources of identification. It can become identified further to a death, a redundancy, a retirement, a resignation and finally with the skill gaps. The analysis of training needs of the brewery rely essentially on the comparison between employees skills and those needed in the current of intended activities. It uses two approaches to analyze its needs in training.

There is a yearly meeting of every person in charge with his collaborators. The training service takes advantage of this meeting insofar as training problems is a special concern of the meeting report.

Finally, the brewery uses a reference table of skills for every employment; it can highlight the skills to be developed for every employee.

a-evaluation of the training cost

The sum spent on staff training; represent the budget or the cost of training. For breweries, this spending is proportional in training initiatives planned by her and take into account other elements such as:

Staff to train;

Educational spending

The remuneration for trainees;

The training duration

However, the training cost does not remain constant, because it is function of the number and the nature of the current needs.

Picture 1: formation budget of the Breweries of Congo 2007-2008(in XAF)

Years	2007	2008	écarts
Management			
General	20.271.686	43.365.448	23.084.762
Industrial	76.493.168	43.071.952	36.475.216
Marketing and trade	25.435.829	18.246.944	-7.188.885
Financial	18.504.265	28.324.080	9.819.815
Human Resources	19.947.119	20.178.080	230.961
General Management	23.316.921	46.876.864	2.355.943
Total	186.968.988	200.146.366	13.031.380

Source : Training Department

Data presented in the picture above, are the projected budgets from the Breweries of Congo for years 2007 and 2008. One notices gaps or imbalance in every direction. Between the 2007's and 2008's budget, these gaps justify themselves by the fact that needs are not always the same in every period or year, so the staff training cost does not remain constant for every year.

b.Elaboration of the training plan

The clarification plan of the Congo's Breweries, translated the will of the company to define the training policy choices, in term of training initiative beyond the constraints of the activity, this plan is established for a short period of one year. The training plan plans and organizes training initiatives of the company according to reserved objectives. Among these objectives the one insuring the adaptation of employees to the evolution of their jobs is a legal obligation. Adapting employee's skills to the orientations strategic of the company in order to offer to all the possibilities of progress are frequent objectives, Breweries grant a particular attention to the definition of objectives of every training initiative, because the training becomes for the company a favor instrument of skills blooming. This plan includes:

- Objectives, Priorities, Contents, Pedagogy, Duration, calendar Budget et Categories of beneficiaries

Types of training

In the breweries of Congo it is taken into account two types of training: the on-the-job training which is informal because realized in the structures of breweries and the vocational training given to agents outside the structures of the company and which this one acknowledges diplomas.

V. METHODOLOGY OF THE EVALUATION OF HUMAN CAPITAL IMPACT ON COMPANY'S PRODUCTIVITY.

The objective here is to show the contribution of the vocational training to the efficiency of the company. For that purpose, Raymond Barre stipulates that " when a firm gets itself a factor of production, it registers a cost, but it expects that its productivity increases and in the fact that the total incomes increase as a result of an increase of its productivity ". In a general way, the efficiency (of a company) is evaluated through elements such as: production, profitability, the net income... Also it is necessary to add the immaterial production in particular the punctuality, diligence, the seriousness, the professionalism, skills and the know-how. The situation of the company will be presented before and after the training of its staff (situation in terms of production and products sale), to be able to show the impact of this training on the production and to the sale capacity.

Situation of the company before the training

Within the framework of our study, the situation of the company is going to limit itself simply on the production and to the sale of drinks (gaseous and alcoholized). This production and drinks sale will be presented in boards below.

Picture 2: percentage of production by trimester.

Period	1 st trimester	2 nd trimester	3 rd trimester	4 th trimester
Production				
Soft drinks	62%	64%	70%	73%
Alcoholized drinks	75%	80%	82%	85%

Source : Commercial department and marketing

This board, as it can be noticed gives information about the percentages of production of drinks by quarter. As regards carbonated drinks, the production evolves in a following way: 62 % of realized in the first quarter, it increases of 2% and 6% by reaching respectively 64 % and 70 % in the second and third quarter. This production finally reaches 73 % for the fourth quarter, or an increase of 3 %. concerning, alcoholized drinks, for the first quarter the production was 75 % and crosses respectively of 80 % and 82 % for second and third quarter, a respective increase of 5 % and 2 %. This production reaches 85 % to the fourth quarter with a 3 % increase.

Picture 3: percentage of sales by trimester

Period	1 st trimester	2 nd trimestre	3 rd trimester	4 th trimester
production				
Soft drinks	60%	50%	58%	58%
Alcoholized drinks	90%	93%	87%	85%

Source : Commercial department and marketing

The present data in the picture above refer to the trimestral sales of drinks. It can be noticed a decreasing evolution of sales for the first and the second quarter represented by the following respective percentages: 60 % of sales realized in the first quarter 50 % at the second one, that corresponds a 10 % decrease. Finally, one notes 58 % of sales for the third and fourth quarter. So, an increasing evolution of 8% is noticed between the second and the third quarter. Then, there is a steadiness of sales for the last two quarters; concerning carbonated drinks. As regards the sales of alcoholic drinks, they present a good tendency between the first one and the second quarter, expressed by the following percentages: 90 % in the first quarter and 93 % in the second one; it is a positive evolution of 3 %. However, from the second to the fourth quarter, sales knew a negative evolution, which is translated by the following percentages: 87 % and 85 %, a progressive reduction of 6 % in the third quarter and in 2 % in the last one.

Although these results are significant, they do not reach the maximal profit that the company expected. It is in such moments that the persons in charge of the company and in particular those from the sales and marketing department are worry to set up strategies to reach the fixed commercial objectives because some weaknesses were on the base of these bad results such as the delays in delivery, the prerequisites to become an authorized dealer who do not facilitate the entry on the market of new dealers. This is can explain the interest to undertake some training initiatives in order to mitigate these difficulties.

Situation of the company after the training

The percentage of the production and sales after the staff training appears as follows:

Picture 4: percentage of drinks production per trimester

Period	1 st trimester	2 nd trimester	3 rd trimester	4 th trimester
Production				
Soft drinks	69%	79%	87%	93%
Alcoholized drinks	85%	90%	94,5%	98%

Source: Communication department of production

One notices that after training, a variation of the production level of the various drinks. For soft drinks, the production of the first quarter is 69 % and passes to 79 % in the second quarter corresponding to an increase of 10 %, then it passes respectively in 87 % and 93 % in the third and fourth quarter, or a 8 % increase in the third quarter and 6 % in fourth quarter. For alcoholized drinks, one notes 85 % and 90 % of production respectively for the first one and second quarter with an increase of 5 %. For the third and the fourth quarter, the production passes respectively from 94, 5 % to 98 % corresponding to a 4, 5 % decrease in the third quarter and 3,5 % in the fourth one compared to the second trimester.

As a matter of fact, both situations, previously presented allow noticing a gap from the level of the expressed production. This is why there is an interest to present boards representing the difference of the production level of drinks before and after the staff training.

Picture 5: difference of production level

Period	1 st trimester	2 nd trimester	3 rd trimester	4 th trimester
Production				
Soft drinks	07%	15%	17%	20%
Alcoholized drinks	10%	10%	12,5%	13%

Source: Production Department

This board presents the comparative results of the production in the situation of before and after staff training. These variations express well the impact of the training on the production. Thus it is important to note that there was a considerable improvement of the production, in particular from the first to the last quarter. The increase of the soft drinks production goes from 07 % for the first quarter to 20 % for the fourth quarter, passing through 15 % and 17 % respectively in the second and third quarter. One notices then steady increase of the alcoholized drinks production compared to soft drinks; there is 10% for the first and the second quarter and 12,5 % and 13 % respectively for the third and fourth quarter. At the end of the analysis of these data, some observation must be specified concerning the increase of the noticed production.

At first, this improvement of drinks production is due to the increase of skills of agents (which is possible only by the acquisition of the knowledge what means the staff training) evolving in these competent departments justified on one hand by the polyvalence or the flexibility of agents working on the production line, then by the good behavior of these last one highlighted by their punctuality, their professionalism to insure the production line with efficiency and without forgetting also the motivation of employees.

However, efforts still need to be made in the staff training area in order to always provide to the company skilled employees capable to reach company's objectives.

The picture below will present the situation of sales after the training

Picture 6: percentage of sales after formation

Period \ Production	1 st trimester	2 nd trimester	3 rd trimester	4 th trimester
Soft drinks	80%	82%	84%	86%
Alcoholized drinks	90%	94%	96%	98,5%

Source: Communication from Sale Department

From the picture above, one notices the increase of the percentage of sale drinks for after formation in Breweries. First, let's take a look of the situation of soft drinks sale. The sale realized in the first quarter reached 80 %, it is 82 % in the second quarter and it remains constant in the third and fourth quarter. It is important to indicate that there was a 2 % increase successively between the second and the third quarter then it is noted a steadiness in the fourth quarter.

Concerning the sale of alcoholized drinks, it is noticed an interesting increase of 4 % compared with the sale of soft drinks. This increase is expressed by the following percentages: 90 %, in the first quarter and 94 % in the second quarter. In the third quarter there is equality of 2 % with soft drinks but it is in the fourth quarter where this percentage soars just a little of 0, 5 % compared with the third quarter.

It emerges from this observation that there are variations of the level of sales between the situation before and after the training. This leads to present a board representing the variations of sales.

Picture7 : variations of sales

Period \ Production	1 st trimester	2 nd trimester	3 rd trimester	4 th trimester
Soft drinks	20%	32%	26%	28%
Alcoholized drinks	0%	1%	9%	13,5%

Source: Communication from Sale Department

This board presents the comparative result of drinks sales before and after staff training. These various gaps show partially the contribution of the training on the sale capacity. This improvement of the level of sales is translated by following percentages: 20 %, 32 %, 26 % and 28 % for soft drinks, following respective percentages of the first to the fourth quarter.

The improvement of the alcoholized drinks sales is less important than soft drinks. It appears as follows: 0 % for the first quarter, 1 % for the second quarter, 9% for the third and 13.5% for the fourth quarter.

At the end of this analysis, some observations can be made. In the first place, it is important to point out that the contribution of the training on the improvement of sales is due to the increase of employees skills from sales department, skills expressed in terms of marketing strategies oriented to the realities of the market. Secondly there is good reason to underline the contribution of the equipment's distributions (vehicles) which facilitate the fast deliveries. Indeed, in commercial area, it is not enough to train how to sell at the most because there is always the reaction of the market (competition) making sales variation inconstant and cannot remain increasing. It can be explain by the reduction in the sales of soft drinks recorded by Breweries between the second and the third quarter corresponding to 6 %. Then this percentage goes up slightly from 2 % in the fourth quarter. On the other hand, one notices a very light evolution of sales of 1 % for alcoholized drinks between the first one and the second quarter. To sum up, it is highlighted that the vocational training is not the exclusive factor which improves the production and the sale of goods and services of any company.

VI. CONCLUSION AND RECOMMENDATION

At the end of this study related to the analysis of the human capital impact on the productivity of the company, it can be admitted, with regard to what precedes that the vocational training is an outcome leading towards progress. Continuing in the direction of these main lines would mark a serious step towards an effective management. For that purpose, the human capital turns out to be the most important aspect for an effective management of the company insofar as it has in its program of activities a training plan to improve the quantity and/or the quality of its work and to end, reach the improvement of the productivity and by the same way the improvement of its efficiency.

The personal and professional fulfillment, the notion of retention program, applied to the customer relationship management, can be defined as "all the actions including the preliminary reflection, to make customers more active (in terms of consumption) and perpetuate the preferential relation between these customers and the company ". Transcribed in terms of marketing HR, this notion applies to the collaborators of the company and includes all the actions of motivation through various forms of participation in particular, but also more and more training and personal fulfillment.

Why? At first for a very simple reason: besides the fact that this training is essential to the improvement of people potential for the sake of the company, for the most dynamic elements, this formation is a requirement in the sustainable investment of stakeholders within this company. Because each one understood that, to make a successful career in an economic and social environment in perpetual change, it is essential not only to refine permanently its skills but also to acquire some new.

New fact: this evolution, which before could take decades are extremely fast today, in particular in leading-edge sectors and new technologies. That is why also the company is invested by its employees of the responsibility of training them permanently, otherwise they would not be ready to dedicate it their work, knowing that tomorrow it will not have value on the market anymore.

The coherence.

The second reason why the company has to set up program of personal and professional development is that its performance on its market depends more and more on its capacity to create the coherence in the functioning of its teams, while their organization has to non-stop adapt itself to the new needs of this market. This permanent re-creation passes through the learning of techniques management throughout project for example. But this also require to develop at every collaborator's a number of relational and behavioral qualities that they do not often possess.

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