

PERFORMANCE ASSESSMENT IN HUMAN RESOURCE MANAGEMENT SYSTEMS

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Summary:

In this work, we aim to highlight the importance of applying a good Performance Evaluation within the Human Resources Management systems. With the constant changes and increased competitiveness in the globalized market, there was a need to apply mechanisms within organizations that would help to improve processes in order to achieve objectives and goals. We will make a brief overview through articles researched on websites about the concept of Human Resources, their functions and concepts on the training, communication, motivation and leadership tools so that we can enter into our work objective, which is the Performance Evaluation as a management tool. improvement in an organization's processes. We'll talk about your implementation difficulties,

Keywords: Human Resources, Evaluation, Performance.

1. INTRODUCTION

The subjects covered in this article will serve as a basis for understanding how the Performance Evaluation directly affects the Human Resources management systems and the final result of the organization.

Before going into the subject of the article, we will talk about Human Resources, their functions and tools that contribute to the good development of activities within each organization.

With the advent of the Industrial Revolution, it became necessary or fundamental to strengthen the relationship between employee and employer and to review processes, challenges and responsibilities for constant changes in the face of a globalized and more competitive world.

Strategic functions were developed for the Human Resources area in order to improve productivity in the course of its development, as well as tools that could assess

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organizations as a whole, whether people or processes, with the purpose of improving them to the current competitive market.

Then came tools that contributed to this development of organizations, such as Courses and Training (mandatory or not), Motivation to stimulate individuals or teams, Communication so that the different areas work as a whole and start to align processes, communicating a better way and leadership tools to identify employees with specific skills, opinion makers and leadership spirit in front of others.

In addition to the tools mentioned above, there was another one that we will emphasize called Performance Evaluation.

The Performance Evaluation serves so that everyone has a good understanding of the organizational culture of the company, as well as serves to outline more precisely the goals and objectives to be achieved by everyone.

Every organization needs to have mechanisms to evaluate performance at different levels or systems, whether strategic, tactical, operational or individual. It must be understood as a process that starts through planning and ends with a confrontation between what was executed and what was planned to identify failures and successes.

We seek to emphasize conceptual bases, processes, implementation difficulties, the benefits they bring to the organization and the factors that contribute to its good development. Thus, we will verify how the Performance Evaluation optimizes the organization and its intellectual capital through processes to obtain satisfactory results for both parties.

2 HUMAN RESOURCE MANAGEMENT SYSTEMS AND FACTORS THAT CONTRIBUTE POSITIVELY TO THE ORGANIZATION

Because it is an area where people are managed both internally and externally, the improvement of activities within the Human Resources area is necessary for the objectives to be achieved more quickly. These activities need to be aligned through job descriptions and functions within the Human Resources area.

In order to better understand how to apply Performance Evaluation within an organization's Human Resources system, it is necessary to understand the concept and what tools are applied within this system that will contribute positively to its perfect development.

2.1 Human Resources Concepts.

For the blog of Equipe Rh (2011) Human Resources is a relatively new area, having appeared in the beginning of the 20th century.

Its first name was Industrial Relations. Its creation was due to the impact of the Industrial Revolution on employer versus employee relations and, since then, it has grown and added to itself a series of challenges and responsibilities that were not supposed to exist before.

In its embryonic form, but already structured, it began to articulate the expectations and perceptions of these economic actors (employer and employee), as well as serving as an interface between capital and labor, which are sometimes the same coin; however, they are often highly divergent and conflicting.

From the first Administrative Theory, where the rationalization of work was preached, to the present day, where the imperative is the administration of work within a highly technological and competitive environment, man is one of the main elements of this equation.

For this, it became necessary to improve its internal processes. It was structured in large general areas: Personnel Administration, Recruitment and Selection, Training and Development, Positions and Salaries, Occupational Health and Safety, Social Welfare, Union Relations (or Labor Relations) and Performance Evaluation.

For Júlio César (2010) Human Resources is a set of strategic and technical principles that contributed to attract, maintain, motivate, train and develop the human heritage of any organization.

As for the “Que Concept” website, Human Resources is designated to the group of workers or employees who are part of a company or institution and who are characterized by performing a varied list of tasks specific to each sector.

What we can say is that within the Human Resources area of a company, there must be intellectual capital capable of performing, developing and executing tasks that will contribute to the achievement of the company's own objectives and that they need to contribute to this to happen.

There is a need to develop training, leadership courses, there is a need for communication between the sectors so that these activities are better developed and, in

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addition, such sectors need to be constantly motivated so that they can stand out in the face of their activities and the market each more developed day.

In the Human Resources area, individual development through motivation improves the performance of each person within their activities and helps to achieve the company's objectives.

Chiavenato, apud Delgado (2010), declares that motivation refers to the forces within each person that lead them to a certain behavior.

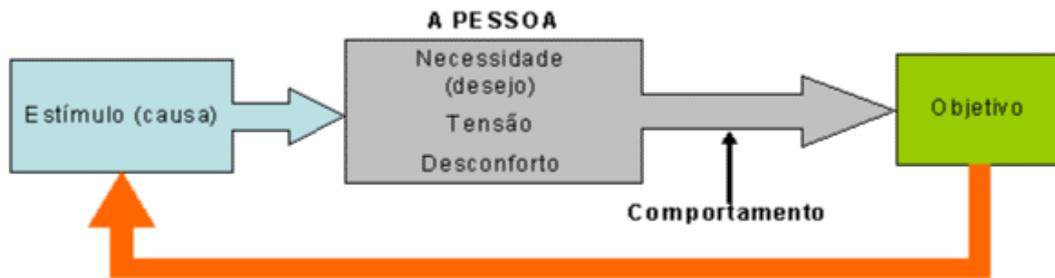


Figure 1: Basic motivation model

Source: CHIAVENATO, Idalberto. Human Resources. 2nd Ed. São Paulo: Atlas, 2004

This basic model of motivation is the same for all individuals, but the result is variable because it depends on the perception, the stimulus, the needs and the way that each one acquires this knowledge.

Motivation can be intrinsic, when generated by personal needs and reasons, and it can be extrinsic, referring to motivation generated by reinforcement and punishment processes.

What we can see is that everything revolves around a need. Such is the engine that drives and causes behavior and, when the need arises, it unbalances the process causing discomfort and a reaction or action to adjust that imbalance. Given the needs, the individual will be satisfied and will return to the balance of the environment in which he is inserted.

Below are the steps of the motivational cycle involving satisfying the need:

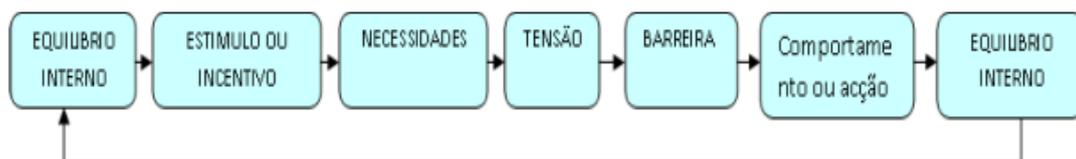


Figure 2: The stages of the motivational cycle, involving the satisfaction of a need.

Source: CHIAVENATO, Idalberto. Human Resources. 2nd Ed. São Paulo: Atlas, 2004.

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From there, several theories emerged that contributed to the development of motivation such as: Maslow's theory, Herzberg's two-factor theory, McClelland's theory of acquired needs, McGregor's theory X and Y, etc.

For us, the Human Resources area is the gateway to each organization. There is a need for motivated professionals, willing to solve problems and prepared to deal with different individuals and their diverse idiosyncrasies.

Another essential point is that Motivation improves the quality of the work environment and, consequently, the organizational climate.

It is essential to maintain an intellectual capital within the organization that can be committed, that adds value to the product or service, that knows how to retain customers within the competitive and globalized market, that knows how to work in teams, that makes strategic alliances to achieve its objectives and those of company, that learns to resolve internal and external conflicts, that has initiative and is an agent of changes.

In addition to motivating, it is necessary that the Human Resources area, specifically the company's Recruitment sector, apply courses and training, so that each employee knows the process in their area and manages to develop their activities in a good and healthy environment. This contributes and improves self-esteem.

Courses and Training are tools that will contribute to the development of the activities developed, this being the ultimate goal: achieving better results and perfecting processes.

Levandowski (2015) in an article published on the RH Portal website points out that not all companies are able to understand that the training and development area is a development center and not a cost center.

For the author, the area acts with different skills (example: basic training for new employees when entering the company), develops new aspects for its employees, transmits information from the strategic to the operational level, works with climate research and other methods relating to the area.

According to the author Villela da Matta in an article published on the Sociedade Brasileira de Coaching website, the training serves to ally managers and collaborators with the company's procedures, while developing their skills. It should be considered an investment, not a cost to companies organizations.

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What is clear is that without basic training, stakeholders are harmed. The company needs to qualify and train employees so that they know the organization's environment well and know how to develop their activities in the best possible way and at the lowest cost in order to obtain capital return for the company with a short period of time, that is, to make this company can keep its resources sustainable and be profitable.

The employee needs to be trained to develop his activity better, to know the environment and the company's objectives so that in the future he will be a recognized person, satisfied both in his personal and professional life, being able to opportunities in the environment, to a promotion or to a new job. .

It must be taken into account that a qualified and dissatisfied professional is a risk of loss for the company; therefore, one should evaluate and try to reduce this risk before training this professional.

In this time interval based on the courses and training that are applied, some professionals stand out for their way of solving problems and for the way they lead other employees of the group, thus becoming a leader among the others. But what is leadership?

Patrícia Pessoti (2012) affirms that the role of the leader in the organization is essential, since it is necessary that the company has a way to go in search of satisfactory goals. Therefore, the leader integrates the followers in the execution of their work, favoring a more consistent, meaningful learning and approaching the reality of the organization, making their tasks more dynamic.

For Cíntia Bortotto (2012) leadership is a competence that requires innumerable knowledge, skills and attitudes to make the goals achieved, through inspired people.

To be a leader is to have character, to have credibility, to inspire confidence within any environment in which you are inserted, whether within the work environment or in the social environment. The leader is admired for his gestures and attitudes towards others.

One of the main points within the Human Resources system for the areas to interact with each other is the communication between these systems so that the service starts and does not end due to the lack of communication.

Karine Araújo (2012) declares that communication is directly linked to the quality of human relations and, therefore, this is an extremely important competence for the corporate environment. Because it is something inherent to the human being, it is common to think that it is a skill that is easy to develop. However, there are many

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examples of ineffective communication, which can cover the most diverse hierarchical levels.

Jacomini (2011) states that internal communication works in the company as several success factors:

1. Strategic Factor: when it provides the exchange of knowledge, in the dissemination of information, strategic objectives and aspects of organizational culture;
2. Integration Factor: when it encourages dialogue and through it, stable and lasting relationships are established;
3. Motivation and Satisfaction factor: when internal customers have access to information and the opportunity to express their opinions - freedom of participation.

2.2 Functions of Human Resources

For the “Que concept” website, the main tasks of Human Resources are: selection of employees, promotion and training of employees, as well as the various processes of organization. All of this in order to optimize the productivity of a company.

It is necessary to establish tools to assess all the parameters that are part of the dynamics of human resources.

Passuming that the people who are part of a company are the engine and the main asset of the company, the aforementioned website mentions the five strategic functions of the Human Resources area:

1. Know how to interview and choose - the selection of personnel represents the strategic core of a company. It is a more complex process than you might think at first. It is not a matter of choosing the individuals with the best curriculum, but of observing a series of personal qualities, which must be interpreted in any selection process.

2. Achieving a pleasant working environment - the atmosphere of a working environment must be careful in every way. Those who work satisfied will produce more and better because it is necessary to establish positive dynamics among employees (incentives, team work, reconciliation of work and personal life, among others).
3. Knowing how to express motivation - organizing tasks must be accompanied by a key factor: motivation. Ignoring this aspect can undermine a company's potential.
4. A good organization among the different departments - although each department has its functions and has a hierarchical structure, it is convenient to promote participation of all workers. It is about establishing means so that the opinion of each employee can be valued, that is, encouraging the participation of each member in collective action.
5. Analysis of scenarios to optimize and correct what is wrong - it is necessary to evaluate what is done to know how to correct it later. The assessment should not be understood as an exam, but as a thermometer to measure the various aspects of HR (Human Resources).

Based on these points and understanding more about how the human resources system, tools and their functions work, we started to identify how the Performance Evaluation will help or contribute to the activity of each employee within the organization.

3. PERFORMANCE ASSESSMENT

Knowing the way of working within the Human Resources system, tools, functions and the way they should develop their intellectual capital, Performance Evaluation starts to be used to obtain better information about each process and each person within the context that contributes to the good development of the organization.

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First, one must ask what Performance Evaluation means and what would be the most appropriate way to apply it within the organization, specifically in the area of Human Resources.

We will cover concepts, how to apply, the factors, the difficulties in the application and the benefits to have a good Performance Evaluation.

Periard (2011) in a website publication comments that the best way to demonstrate that the manager is keeping an eye on his employee's work, valuing his decisions, methods, technical knowledge, etc., is by monitoring the activities carried out.

“Performance evaluation is a people management tool that aims to analyze the individual or group of employees' performance in a certain company. It is a process of identifying, diagnosing and analyzing the behavior of an employee during a certain period of time, analyzing his professional posture, his technical knowledge, his relationship with work partners, etc. ” (PERIARD, 2011).

For the author, the method aims to analyze the best practices of employees aiming at professional and personal growth and job performance within the work environment. The applied method also identifies new talents that can be relocated internally and facilitates feedback to the analyzed employees and managers. Among them, the author cites the following:

- Graphical rating scales;
- Choice and forced distribution;
- Field research;
- Critical incidents;
- Peer comparison;
- Self-evaluation;
- Performance report;
- Evaluation by results;
- Evaluation by objectives;
- Performance standards;
- Descriptive phrases;
- 360 degree rating;
- Skills assessment;
- Skills and results assessment;

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- Potential assessment;
- Balanced Scorecard.

According to Antônio Luiz (2011), in an article published on a website, Performance Evaluation is important for employees and valuable for companies.

“The Performance Evaluation is a very important tool in the organizational universe, because through it, the employee has the opportunity to see the way in which his superior is seeing his work, of how he is being analyzed by his superior. Consequently, for the company it is also important, as it makes it possible to adjust certain failures and promoting the use of this evaluated human capital, considering that the superior may have in hand a talent that just needs an opportunity.”(ANTÔNIO LUIZ, 2011).

For the referred author, there are several objectives to work with the performance evaluation in the companies, among them:

- Adjust the employee's profile to the workplace as which he most identifies himself;
- Continuous improvement of the employee;
- Indicates whether the employee has the qualifications required by the position;
- Indicates the employee with potential for promotions;
- Provides generation of salary increases;
- Diagnoses training / qualifications needs;
- It evidences relationship problems;
- Demonstrates employee evolution;
- It generates motivation and job satisfaction.

For the best results to be obtained, the evaluations must be periodic and with defined standards for all existing positions in the company. The evaluations must be continuously monitored the evolution of the evaluated, aiming to have real data to feed it. The appraiser must prepare for the moment of assessment, it is not an easy or fast process, and it requires a lot of skill, especially in the act of feedback. Here, the importance of conducting evaluations in an impartial and impersonal way is emphasized.

Evaluators are encouraged to act impartially, have good communication, commitment and focus on results.

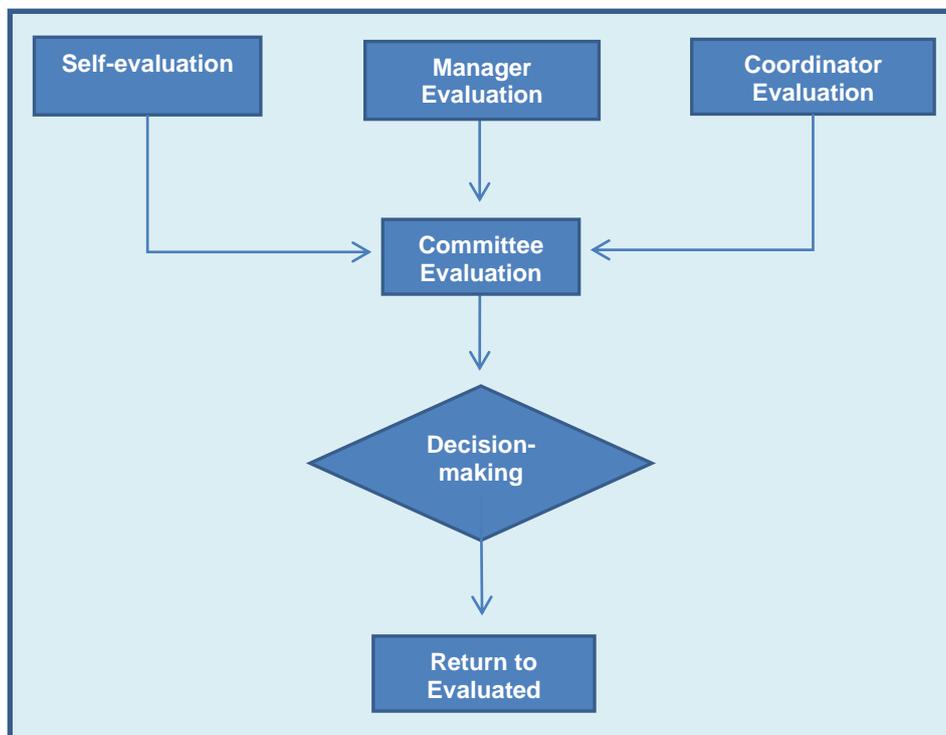
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It is up to the Human Resources sector to train leaders to work with this tool, because if they are not aware of its importance for the company and employees, they can jeopardize the good performance of the performance evaluation, which could jeopardize the credibility of the company. same.

According to a publication on the website of the author Rosiméri Inácio, a considerable part of a company's success is based on the performance of its team of professionals. In this sense, it is of utmost importance to use tools to measure this performance and allow decision making in search of increased competitiveness.

“Performance Evaluation is a managerial tool that allows the administrator to measure the results obtained by an employee or by a group, in a specific period and specific area (knowledge, goals, skills, attitudes, among others). This performance analysis can be called 360 degree evaluation, efficiency evaluation, evaluation and merit, personal evaluation, 360 degree feedback, skills management, skills mapping, progress report, among many other names.”(ROSEMERÍ INACIO).

For the author, the Performance Evaluation must include the phases of self-evaluation, evaluation of the manager and process coordinator, analysis of the evaluation committee, return to the evaluated and decision making (Figure 1).



(Figure 1): Self-assessment phases.

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Such 360° feedback process exemplified by the author on the website refers to the return of information from multiple sources, network evaluation and others. According to Rosiméri, all program participants receive, simultaneously, structured feedbacks from their superiors, peers, subordinates and, in some situations, from people outside the company such as customers and suppliers (Figure 2). There is also a self-assessment of the participant.



(Figure 2) adapted: Stages of the Performance Evaluation process.

The objective of the methodology is to contribute to the development of knowledge, skills and attitudes demanded by the organization that uses it.

According to the author, there is a commitment to joint action in the process to bring together and strengthen the relationship, both professional and personal. In addition to this point, there are performance issues that serve to guide perception and facilitate records of facts, practices, behaviors, attitudes and efforts to achieve the results of work, as shown in the Table below.

FACTOR	CONCEPT
Quality	Performs the work with planning and organization, according to the established standards, applying the required technical knowledge and always seeking efficiency in the use of available resources and the satisfaction of the user of the service provided.

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Dedication and Commitment	It is applied in the development of works with availability, responsibility, participation, continuous improvement and a global vision of the institution, emphasizing the fulfillment of work goals and institutional mission.
Interpersonal relationship	Dealing socially and professionally with people, regardless of hierarchical level, influencing them constructively and showing respect for each individuality, always aiming to improve the work as a whole.
Initiative and Creativity	Take initiative and create innovative ideas for the development of work and the institution, in the absence of previously determined standards and processes, demonstrating a critical sense and interest in research and knowledge production.
People Management (exclusively for managers)	Technical and managerial capacity to effectively manage the human resources available in order to ensure the best development of the processes of your work unit.

(Table 3) adapted: Main Performance Questions

“Performance Evaluation is an important tool that allows managers to get to know their subordinates more deeply, their skills and knowledge, in addition to bringing managers and collaborators closer together, allowing both to establish improvement plans. However, the way in which the evaluation is carried out by many companies is considered a bureaucratic activity, being carried out through a form, and this can disadvantage the objective of the evaluation, causing it to lose its real purpose.” (GASPARETTO 2013).

The author also highlights some points as a benefit when applying Performance Evaluation within an organization:

- Collaborator:
 - ✓ Promotes self-knowledge resulting in greater personal and professional improvement;
 - ✓ Pointing out training needs and needs;
 - ✓ Understanding of the results achieved.
- Manager:
 - ✓ It allows a more assertive orientation in relation to the development and relationship with the team;
 - ✓ Facilitates the evolution in the level of communication with employees;
 - ✓ It favors the evolution of the manager and team.
- Company:

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- ✓ Helps to detect the best time for promotions, relocations or termination of employees;
- ✓ Improvement of communication;
- ✓ More accurate information and data on organizational performance.

Patrícia Bispo (2010), in a website publication, presents the ten difficulties to implement the Performance Evaluation. The author reveals that, in all stages of life, the human being undergoes constant evaluation processes, which would not be different when exercising a profession when being assessed whether or not it meets the expectations of the position for which he exercises.

At this moment, the so-called performance evaluation comes into play, which, depending on the structure and culture of the company, comes in various formats.

This process is viewed by professionals with suspicion due to the form or methodology that is applied.

As previously reported, some mistakes are made more frequently when applying the assessment as shown by the author below:

1 - Believe that the performance evaluation will be seen naturally and that the professionals are mature enough to have their performances evaluated without any questioning.

2 -Forgetting to emphasize that the process is not punitive, but should be considered as an opportunity to develop new skills, whether technical and / or behavioral. This, in turn, will allow the professional to aim for new achievements within the organization itself.

3 - Thinking that assessments should be carried out at an accelerated pace and racing against the clock causes valuable steps to be run over. It is necessary to establish goals so that the results of the work are as expected.

4 - Instituting performance appraisal without conducting training, to prepare leaders to conduct the process in a right way and to know how to support those evaluated, when

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they feel threatened, the possible comfort zone in which they find themselves will be neutralized.

5 -Do not present the objectives, logistics and benefits that the performance evaluation will bring to both the company and the employees. As with any innovative process, clear communication with employees is essential for the success of the work.

6 - Devalue the importance of feedback in the context of the process, since, if the methodology is applied randomly, the consequences will be extremely negative for both the organization and employees.

7 -Allow the leaders to apply peculiarities to the process, thus harming the real objective of the proposal. There are cases in which the leader can be led by the fact of sympathizing or not with a professional. For this reason, the Human Resources area must always be focused to support managers.

8 -Make the process unilateral. If at the end of the process, it is identified that the professional is not meeting business expectations, the appraiser stops listening to the appraisee's comments. To draw up an action plan without letting the other party express itself is a waste of time and, possibly, of a talent for the competition.

9 -The evaluation has been completed, the professional who "turns around" to improve his performance quickly. After the individual development plan is developed in partnership by the leader and led, the employee must be accompanied throughout the period in which he needs to improve or develop the skills necessary for the position. During this period, new guidelines can be drawn up due to factors that can interfere in the employee's development. For example: an employee took time off from work due to sick leave and the employee needs to make up for the absence of a co-worker.

10 -If the company does not have the necessary structure to perform the performance evaluation, stop hiring a consultancy specialized in the subject. Often, those looking for the "cheap" in the end see that they have chosen the "highest price".

4. FINAL CONSIDERATIONS

This work aimed to highlight the importance of applying a good Performance Evaluation within the Human Resources Management system of companies as a tool for improving processes and people.

Human Resources is the gateway for the entire company for many who are being hired, for visitors, investing institutions and partners and service providers. All company processes and all employees on site need to have these processes mapped and know how to pass your company's information to the external public. People management must start from the area that hires them, the Human Resources area must be prepared to select and develop all this intellectual capital.

For the Human Resources area of a company, working with tools that can contribute to the smooth running of processes is essential. Many tools are used to help HR and the areas involved in the company to improve the work environment, communication between areas, improve processes, influence the hiring process, training, promotions or dismissals.

The tools that currently exist within the Human Resources area are considered strategic weapons to gain space within the competitive market when properly applied, but they need to be treated with more responsibility.

All the highlighted tools are interconnected in a certain way.

When training a professional, he becomes more qualified to develop his activities. In this way, various desires emerge, such as learning, knowing, teaching, standing out from the crowd and being recognized both professionally and personally.

This is an exchange in which the company will stimulate these employee wishes through courses and training in exchange for more satisfactory results within the market in which it operates.

The training seeks to improve performance and, during this training, it is possible to find “leaders”, those professionals who stand out from the others for their knowledge, skill, attitude, way of acting, thinking and treating the people around them.

The Human Resources area and the manager, identifying this characteristic in a specific professional, needs to develop his potential, but in a slow and gradual way of learning so that he becomes a real leader and has the ability to interact with his team through communication. so that there is this facility between systems.

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This communication will bring greater quality to human relationships, whether in the internal or external environment, thus obtaining a relationship cycle that will bring you personal and professional advantages.

Motivation revolves around the environment and a need that is met when the person is satisfied, but when another need arises, the environment is unbalanced again. For these needs, the company needs to take advantage of, understand and offer such training and the motivated employee seeks this improvement.

It is possible to see, therefore, that all tools work as a chain of needs for both sides.

But, for all this to happen, it is necessary to make use of one more tool - the Performance Evaluation.

It is the Performance Evaluation that will help the other tools to develop the capacity of each person within the activity that is inserted.

Performance Evaluation greatly contributes to the Human Resources area, adding more value to the company's objectives and to the development of activities in the areas.

Before, it was poorly designed, badly applied and seen by employees as an instrument that served only to control the activities of each.

Over time, Performance Evaluation changed its focus, even due to globalization and the constant changes in the market making it necessary to conduct a better study in all processes.

Based on what the authors state, it is possible to conclude that Performance Evaluation today is a tool used to promote benefits for both the company and the employee when properly applied and monitored.

Employee satisfaction with being involved in decisions means that the company's goals and objectives are fulfilled more quickly and with more quality.

This tool can be used by the Human Resources area in various functions and can directly influence the performance of each one. For this evaluation to work, it is necessary that the evaluator is trained and has the perception to understand the context in which he / she is inserted and the evaluated person has the willpower to understand and filter the information in a positive way.

We believe that every company is responsible for its success or failure. Every company needs to have the perception that designing and applying any tool or any process is fundamental to the achievement of its objectives. However, when developing a Performance Assessment or any other tool, it is essential to think about the human

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factor. This is the influencing factor in these results and the responsibility, commitment, assiduity, punctuality, creativity, productivity, communication, the interest in absorbing information and the initiative to perform tasks and acquire new ones are up to each person involved in the process. knowledge.

In our work annex we have developed a Competency-Based Performance Assessment Form (Appendix I) that could help assess each employee. However, it is known that, in some cases, documents are not treated the way they should or could be kept for some time without the correct action being taken. It would be necessary to create a tool that would be mandatory for inclusion in the policy of each company.

It is essential to train appraisers and appraisers to correctly complete the appraisal, either by system (ideal for HR and manager control), or in manual format.

Taking this point into consideration, we also decided to propose and develop, as a way of improving the application of the Performance Evaluation Form, the “Digital Performance Evaluation Form”, making it a tool that interconnects HR, the areas of company and the employee, in order to increase the implantation and the improvement of the evaluation of each intellectual capital of the organization, in any sector. The purpose is to promote benefits for both parties.

This tool will work through software created specifically for Performance Evaluation. The Human Resources area would apply the assessment together with managers and employees through the printed form, then the data would be fed directly into this software. The feedback would be given to the employee and, at the same time, this information would be interconnected through the company's intranet so that managers could access the assessment given to that employee and check which measure should be taken for the continuous improvement of each individual or group. , taking into account its weaknesses.

The system will be able to suggest as a suggestion the training and / or qualification to be adopted for that employee and / or group of employees.

In addition, with this tool, managers can evaluate the results of each one and, within an internal recruitment process, together with the Human Resources area (Recruitment and Selection), they could identify which professionals are able to take up a position existing in the same or another sector. Thus, a database is created where the decision of each manager will imply the direct results of each employee in his activities.

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In this way, organizations start to worry about their human resources, a concern focused on the adequate work environment, safety and hygiene at work and the personal and professional growth of the employee, not forgetting their goals and profits.

The Digital Performance Evaluation Form, as long as used by a trained professional, will contribute to the organization in a clearer and more objective way, can reevaluate objectives, redefine goals and strategies, and provide continuous improvement for the organization, in the search for excellence in the development of its management model with a focus on a cohesive, motivated and qualified workforce.

It is worth mentioning that the current role of Performance Evaluation for the Human Resources area is to contribute to the personal and professional growth of people, taking into account the return and satisfaction that these people will bring to the development of the organization and to those that belong to it.

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