

International Journal of Human Sciences Research

PERFORMANCE EVALUATION UNDER THE PERSPECTIVE OF COHERENCE AND FAIRNESS PERCEPTIONS

Renata Maranhão Bressan Rêgo

Master's student in the Graduate
Program in Psychology at: Universidade
de Caxias do Sul (UCS)

Brasília/DF

<http://lattes.cnpq.br/3389067014839991>

Magda Macedo Madalozzo

PhD in Psychology of Organizations
and Work; Professor of the Graduate
Program in Psychology: ``Universidade
de Caxias do Sul`` (UCS)

Caxias do Sul/RS

<http://lattes.cnpq.br/5498121038650312>

All content in this magazine is
licensed under a Creative Com-
mons Attribution License. Attri-
bution-Non-Commercial-Non-
Derivatives 4.0 International (CC
BY-NC-ND 4.0).



Abstract: In the current work context, with great competitiveness and constant changes, performance evaluation is a strategic tool for promoting productivity and developing worker skills. This way, performance evaluation can be considered a social phenomenon and can influence behavior. However, some factors present in performance evaluation can distance practice from theory, compromise or even invalidate the evaluation process, in addition to increasing dissatisfaction among those involved. Thus, studies become important that allow a deeper understanding of subjective influences present in the performance evaluation stages, such as the sense of justice and coherence perceived throughout the process. In order to contribute to the theme, this study aims to put performance evaluation in perspective from the perspective of the sense of justice and coherence perceived by the individuals participating in the process, through an integrative review carried out with the CAPES journal base. For the research, the descriptors “performance evaluation” and “coherence” and “performance evaluation” and “sense of justice” were used. In total, five articles were selected for analysis. Although not standardized, an alignment of concepts was observed: ‘performance evaluation’ understood as a formal management system that makes it possible to both evaluate the fulfillment of the objectives/goals established by the organization, and the development of skills and abilities necessary for the job; ‘sense of justice’, referred to as a principle of moral and psychological construction, whose feelings, conduct and attitudes are permeated by the proposition of justice in which people start from the same original position of freedom and equity; and ‘coherence’, understood as a proximity between the ideal, the real and the perceived. The articles analyzed also showed that, although the topic of performance evaluation has been studied for a long time,

it is still controversial and presents practical difficulties in organizational management, evidenced in the psychological aspect that guides work processes. The research also confirmed the importance of the perception of coherence and the sense of justice for the legitimacy of the performance evaluation process.

Keywords: PERFORMANCE EVALUATION. PERCEPTION OF COHERENCE. PERCEPTION OF SENSE OF JUSTICE.

INTRODUCTION

In the current work context, with increasing competitiveness and changes in the work design itself, constant adaptations are required by organizations and workers to allow their survival in the market. To enable survival in the labor market, it is necessary for organizations to implement a performance evaluation system that makes it possible to identify, manage and correctly measure human performance in accordance with their strategic objectives and needs.

Although studies portray the importance of an efficient performance evaluation system in promoting productivity and the development of worker skills, including repercussions on career progression, reports of problems and failures related to performance evaluation are recurrent and have been the subject of investigation around the world. over time (VIEIRA, 2017). For Valmorbida and Ensslin (2018, p.349) performance evaluation can be considered a social phenomenon, considering that it is “shaped by feelings, values, beliefs and perceptions of individuals, the organization and the stakeholders that influence the metrics selection”.

As it refers to a specific context, influenced by perceptions of a certain social group, performance evaluation needs to consider what to measure, how and why, in order to contribute to the legitimacy of the evaluation

process and organizational strategic alignment (VALMORBIDA et al, 2018). For these authors, although the influence of performance evaluation (PA) on behavior can be affirmed as one of its important functions, this has been little investigated in the literature:

When the results are positive, it encourages accommodation for maintenance or even overcoming it. When the results are negative, it is natural that there is rejection of the HC system, either by identifying that it is not adequate for the purpose of the organization, or because it is not legitimate for the needs, or even because it can drive actions to improve the results. identified aspects. Thus, the influence of DA on behavior is confirmed (VALMORBIDA et al, 2018, p.349).

Another function that performance evaluation can exercise is that of a diagnostic and competence management tool that makes it possible to survey “training needs and consequently the profitability of human resources.” (VIEIRA, 2017, p.1). In this context, social and professional interactions measured through performance evaluation are not restricted only to the execution of tasks and the assessment and behavioral judgment of the worker, but have a role in developing the necessary skills for the worker (SIQUEIRA, 2002; CAETANO, 2008).

And although performance evaluation has a strategic role and can contribute to worker productivity and development, it has historically been used with a punitive bias for unwanted behavior (VIEIRA, 2017). Studies such as the one by Ceribelli, Pereira and Rocha (2019) demonstrate that even in organizations considered a reference in the country to work for, there is resistance on the part of employees in relation to performance evaluation, which is perceived in a negative, punitive way and that results in dismissals. Perceptions of fairness and the developmental character of performance evaluation contribute to the

individual’s sense of value and belonging, and consequently provide social interactions that can improve productivity (MENDONÇA; TAMAYO, 2004; BEUREN; RIBEIRO; SILVA, 2019; BEUREN; VON EGGERT; SANTOS, 2020).

Thus, there is an inconsistency between the theoretical concept and the perception of the practical effects of performance evaluation, requiring studies and investigations that allow understanding aspects present in performance evaluation that distance practice from theory. In order to contribute to the theme, this study aims to put performance evaluation in perspective from the perspective of perceptions of coherence and justice perceived by the individuals participating in the process through an integrative review.

The article was structured as follows: after this introduction, the methodological route is presented regarding the selection of materials for the integrative literature review and the inclusion and exclusion criteria of the selected articles; then the results, discussion, conclusion and, finally, the bibliographical references are presented.

METHODOLOGICAL COURSE

The present study was developed through a qualitative and exploratory approach, through a literature review in the Periódicos da Capes database. To the collection of articles two surveys was carried out, one using the descriptors: “performance evaluation” and “coherence” and another using: “performance evaluation” and “justice”. The results obtained included the filter of peer-reviewed journals written in Portuguese and the search was limited to the last two decades, totaling 25 articles.

The articles had their abstracts analyzed according to the theme of the study, discarding those that did not have the full text available, were repeated or whose theme was not the

subject of interest in this review. After applying the inclusion and exclusion criteria described above, 5 articles were selected for analysis.

RESULTS

The articles from the literature review, after the selection refinement steps, were organized according to the year of publication and purpose in the form of a table (Table 1) shown below:

Title	Authors	Year	Goal
Practice sweets to kill: dismissal and downsizing from the perspective of professional human resources dismissors.	PLIOPAS; TONELLI.	2007	Describe how dismissal practices are built in organizations, from the perspective of professional human resources dismissors (indicating the sense of coherence for the actions surrounding this process).
Human resources policy for managerial reform: achievements in the 1995-2002 period.	PACHECO	2014	Discuss the evolution of the profile of the workforce in the Federal Public Administration, according to the new roles of the State (modernization of bureaucratic administration through the introduction of a managerial culture based on performance evaluation).
The impact of the Performance Management system on labor relations in the context of Public Administration Perspectives found in the literature.	MARQUES; RODRIGUES.	2017	To update the typology idealized by Franco-Santos, Lucianetti and Bourne (2012), through the characterization of the consequences of the implementation of the evaluation systems of performance in the context of Public Administration of Portugal.
Merit, Performance and Results: The challenges of measurement.	PINTO; CORREIA	2018	Analyze the challenges of measuring merit, performance and results in the Public Administration Integrated Management and Performance Assessment System (SIADAP), from Portugal.
Influence of formal performance evaluation and its mechanisms on interpersonal trust among managers: procedural fairness and quality of feedback received.	BEUREN; VON EGGERT; SANTOS.	2020	To verify whether the influence of formal performance evaluation on trust between evaluator-evaluated managers from different hierarchical levels of a Brazilian transnational industrial company and whether the mechanisms of procedural justice and quality of feedback used in the evaluation affect this trust.

Table 1 - Characteristics of the selected articles (elaborated by the authors)

Of the selected articles: 3 of the studies refer to Public Administration, 2 of which are related to SIADAP in Portugal and 1 to Federal Public Administration in Brazil. The other articles are distributed in the following themes: 1 portrays the influence of performance evaluation on the trust of appraised appraisers in a Brazilian transactional industrial company; 1 describes dismissal practices in Brazilian companies.

All selected articles infer perceptions of performance evaluation associated with the aspect of coherence or sense of justice.

DISCUSSION

The study by Beuren et al. (2020) had a quantitative approach carried out through a questionnaire composed of 28 questions translated from the 2009 study by Hartmann

and Siapnicar. The research sample consisted of 212 respondents, and the data were analyzed through descriptive analysis (construct of managerial responsibilities) or through structural equation modeling (performance evaluation system, perceived quality of feedback and perception of organizational justice). This study demonstrated that the company's formal performance evaluation system does not directly influence trust between managers from different hierarchical levels, but confirmed the hypothesis that trust is affected by the quality of the feedback and perception of social justice.

Pliopas and Tonelli (2007), in turn, put the dismissal process into perspective through qualitative research applied intentionally and in depth to 12 dismissals and 13 human resources professionals. This study evidenced the use of the performance evaluation system to compare and define which employees must remain in the company. The research analysis pointed out that among the criteria for selecting individuals are: individual performance, adequacy of skills or professional history. It was reported that in downsizing processes in the absence of clear criteria such as adequate skills, performance or cost of employees, a perception of favoritism or protectionism prevailed in relation to employees who would remain in the company, the process being considered as flawed (PILOPAS; TONELLI, 2007).

Thus, the definition of some criterion, such as performance or adequacy of competences to the organization's needs, proved to be important for the perception of fairness. According to Pilopas and Tonelli (2007, p.125), this finding is consistent with other studies in the literature that indicate "the performance criterion as the fairest according to procedural justice".

Performance-based management in the Federal Public Administration is provided

for in the 1988 Constitution. However, its regulation and implementation on a scale, as well as the loss of a stable servant position based on performance, are still objects of discussion and consensus. According to Vilhena and Martins (2022), there is an idea of inefficiency of civil service on the part of society that could be mitigated with the measurement and demonstration of performance. The research also showed misunderstandings about the concepts of performance and performance management and their practical function.

When analyzing the modernization of the Federal Public Administration through a professionalization policy, which introduces a managerial culture based on performance evaluation, Pacheco (2014, p.97) concluded that there is a lack of "courage to evaluate and reward different performances; the difficulties in accepting the deep meaning of meritocracy". The lack of understanding of the basic concepts of the process and the lack of "courage" to carry out the performance evaluation process can contribute to the sense of injustice and the perception of inconsistency, making the DA meaningless.

In Portugal, performance assessment was implemented in public administration in 2007, with the creation of the Integrated Performance Assessment System for Public Administration (SIADAP). Pinto and Correia (2018) analyzed the SIADAP and the performance evaluation in two relevant sectors of society: Higher Education and Justice. In the educational system, they noticed difficulties in evaluating activities whose setting goals and measuring results are more difficult to translate, as well as differentiating specificities of areas that can influence the context, creating privileges for some areas and inequality among teachers. This way, it was common for the greater weight to be attributed to the activity that was easier to measure, leading teachers to concentrate efforts on the aspects that are

valued in the performance evaluation, thus interfering with the behavior of the worker (PINTO; CORREIA, 2018).

Other challenges of performance evaluation, pointed out by Pinto and Correia (2018) in the judicial system, were related to the measurement of goals in the fulfillment of temporal objectives and the imposition of limits to the overcoming of objectives that proved to be conservative. Also, according to the authors (2018), the New Public Management in Portugal prioritizes efficiency, effectiveness and quality, which will enable organizations that are more result-oriented. In this scenario, performance evaluation is a fundamental management tool that provides accountability by providing information on the effectiveness and efficiency of administration services.

Marques and Rodrigues (2017) portrayed the importance of clarity regarding objectives, and clarifying roles, with measurable goals, for a positive perception of performance evaluation in SIAPAD. The research also demonstrated the importance of transformational leadership to legitimize the process, as well as the existence of influence between job satisfaction and the perception of fairness in the performance appraisal process, which is reflected in worker attitudes and behaviors. It must also be noted that dissatisfaction and the feeling of injustice with the performance evaluation can lead to the failure of the process.

CONCLUSION

Performance evaluation has a strategic role in promoting productivity and developing worker skills, but it is necessary that the evaluation process is perceived as coherent and fair by the participants so as not to be invalidated. And despite decades of studies on performance evaluation, the topic is still controversial in relation to the fundamentals of DA, as well as presenting practical difficulties

in organizational management, evidenced in the psychological aspect that guides work processes.

Although the object of study of this article is to put performance evaluation in perspective from the perspective of the perception of coherence and justice, too many themes are not exhausted, such as the various directions that the performance evaluation can follow. Thus, the ambiguity of the evaluation process is perceived, which despite having the role of organizational learning and competence development as a guiding concept, is used to define criteria recognized as fair in dismissal and downsizing processes. Understanding the dichotomy of the evaluative role, whose sense of justice transits between development and punishment, can be the subject of future studies.

Another theme that was evident in this research and requires further studies is the impact of implementing the performance evaluation process in the Federal Public Administration, as well as its influence on the quality of service.

As for the proposed objective, the research demonstrated that the perception of coherence and fairness are important factors for the performance evaluation process. More studies are important that analyze the reasons that act positively on these factors, as well as other aspects that can influence the performance evaluation.

REFERENCES

- BEUREN, I. M.; RIBEIRO, F.; SILVA, O. L. Percepção de Justiça Organizacional e Intenção de Turnover em Empresas de Auditoria. **Revista de Ciências da Administração**, v. 21, n. 53, p. 93-111, 2019.
- BEUREN, I. M.; VON EGGERT, N. S.; SANTOS, E. A. Influência da avaliação de desempenho formal e seus mecanismos na confiança interpessoal entre gestores: justiça processual e qualidade do feedback percebidos. **Organizações & Sociedade** [online]. 2020, v. 27, n. 92 [Acessado 28 Setembro 2022], pp. 113-131. Disponível em: <<https://doi.org/10.1590/1984-9270926>>. Epub 20 Maio 2020. ISSN 1984-9230. <https://doi.org/10.1590/1984-9270926>.
- CAETANO, A. Avaliação de Desempenho – O essencial que avaliadores e avaliados precisam de saber, Lisboa: Livros Horizonte, 2008.
- CERIBELI, H. B.; PEREIRA, M. R.; DE SOUZA ROCHA, G. B. Avaliação de desempenho nas organizações: um estudo multicasos. **Revista Pretexto**, p. 11-31, 2019.
- MARQUES, A. F.; RODRIGUES, A. C. O Impacto do Sistema de Gestão do Desempenho nas Relações Laborais no Contexto da Administração Pública. Perspectivas Encontradas na Literatura. **Gestão e Sociedade**, v. 12, n. 31, p. 2121-2151, 2018.
- MENDONÇA, H.; TAMAYO, A. Percepção de justiça e reações retaliatórias nas organizações: análise empírica de um modelo atitudinal. **Revista de Administração Contemporânea** [online]. 2004, v. 8, n. 2 [Acessado 28 Setembro 2022], pp. 117-135. Disponível em: <<https://doi.org/10.1590/S1415-65552004000200007>>. Epub 25 Mar 2009. ISSN 1982-7849. <https://doi.org/10.1590/S1415-65552004000200007>.
- PACHECO, R. S. Política de recursos humanos para a reforma gerencial: realizações do período 1995-2002. **Revista do Serviço Público**, [S. l.], v. 53, n. 4, p. 79-106, 2014. DOI: 10.21874/rsp.v53i4.295. Disponível em: <https://revista.enap.gov.br/index.php/RSP/article/view/295>. Acesso em: 28 set. 2022.
- PINTO, R. J. M. R.; CORREIA, P. M. A. R. Mérito, desempenho e resultados: os desafios da medição. **Lex Humana (ISSN 2175-0947)**, [S. l.], v. 10, n. 2, p. 87-116, 2019. Disponível em: <https://seer.ucp.br/seer/index.php/LexHumana/article/view/1587>. Acesso em: 28 set. 2022.
- PLIOPAS, A. L. V.; TONELLI, M. J. Doces práticas para matar: demissão e downsizing na perspectiva de demissores e profissionais de recursos humanos. **Organizações & Sociedade** [online]. 2007, v. 14, n. 42 [Acessado 27 Setembro 2022], pp. 115-131. Disponível em: <<https://doi.org/10.1590/S1984-92302007000300007>>. Epub 23 Out 2014. ISSN 1984-9230. <https://doi.org/10.1590/S1984-92302007000300007>.
- SIQUEIRA, W. Avaliação de Desempenho: Como romper amarras e superar modelos ultrapassados, Rio de Janeiro: Reichmann & Affonso Ed., 2002.
- VALMORBIDA, S. M. I.; ENSSLIN, S. R.; & ENSSLIN, L. Avaliação de Desempenho e Contabilidade Gerencial: Revisão Integrativa da Literatura para Superar as Dificuldades de Aplicação Prática da Avaliação de Desempenho na Gestão Organizacional. **Revista Contabilidade, Gestão e Governança**, V.21, N.3, p. 339-360, 2018.
- VIEIRA, I. C. da C. **A Avaliação de Desempenho: as percepções de justiça e os níveis motivacionais dos trabalhadores em funções públicas**. Tese (Mestrado em Comunicação Organizacional: Cidadania, Confiança e Responsabilidade Social) – Escola Superior de Educação, Instituto Politécnico de Coimbra. Coimbra, p.81, 2017.
- VILHENA, R.; MARTINS, H.. Percepções sobre gestão do desempenho no setor público. **Revista do Serviço Público**, [S. l.], v. 73, n. a, p. 8-25, 2022. Disponível em: <https://revista.enap.gov.br/index.php/RSP/article/view/6864>. Acesso em: 27 set. 2022.