

CHAPTER 68

Use of technologies in the people management area of organizations

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ABSTRACT

This article sought to identify the principal technologies used to develop processes in the People Management sectors in Brazilian companies. In

addition, it was developed aware of the digital platforms implemented in companies, understanding how they contribute to the flow of processes, analyzing which have been the main benefits of being implemented, and finally, realizing which have been the main harms of their implementations. The study consisted of research whose approach is classified as explanatory. The research ranks concerning the focus on qualitative. Regarding the procedures, bibliographical research was used, which consists of explaining issues already published. The research took place on the most requested academic platforms such as Google Academic, Scielo, and Pepsico. It was possible to observe that the literature does not present much data on the subject; however, it is clear that technological innovation contributes to the improvement of people management processes in organizations.

Keywords: Technology, Innovation. People Management, Psychology, Digital Platforms.

1 INTRODUCTORY

In recent years, with the greater insertion of technology in people's lives, many companies have had to adopt new ways of working, increasing the use of innovative and technological platforms. The importance of technology in the lives of people and companies is observed as a form of education, work, entertainment, communication, shopping, practicality, etc.

Several actions make people's lives easier through the insertion of technology and the internet, such as, for example, communication that has become more agile and easier in our daily lives and contributed to doing anything without having to leave the house due to the practicality of it. (SILVEIRA *et al.*, 2019).

The history of technology is ancient, it begins with primitive or subsistence people 25 million years ago, where technological knowledge was based solely on the instinct of human survival. (HAYNE; WYSE, 2018).

In a second moment of the evolutionary history, the man already used the artisanal/manufacturing technology in the period of 7000 BC to 1650. Later, emphasizing the mercantilism at the time of 1650 to 1950 and the first movements of the globalization, they generated changes and with that the technology each was increasingly present in people's lives through capitalism (HAYNE; WYSE, 2018).

At the last moment, the production model based on capital accumulation, technology development and economic growth emerged, but there were consequences generating social inequality in the 1950s to 1990s (HAYNE; WYSE, 2018). In future generations, a phase of subsistence or sustainability technology is foreseen, which will sustain the relationship between science, technology and society and which prioritizes social and environmental culture (HAYNE; WYSE, 2018).

With the insertion of increasingly present technology, it was necessary to seek to know several platforms that replace manual work in various organizational processes, such as in the area of People Management.

According to Alves (2017), new technology is the one used to replace procedures previously adopted in the company, such as manual processes, and which seeks new resources in order to resolve conflicts of these processes in companies.

Managers of organizations must think about planning and strategies in order to include themselves in the digital age (Information Technology), as they must identify the appropriate technologies to meet the real needs of the company to change and innovate by facilitating internal processes (ALVES, 2017).

Analyzing the importance of this implementation of new technologies in the world of work, one of the biggest concerns of these alignments is with the Personnel Management/Human Resources Management sectors, as it deals directly with the human being, that is, technology tools are included in the In companies, the People Management sector allows the various leaders and supervisors to carry out assessments and plan procedures with a clearer and more accessible database (ALVES, 2017).

Given the above theme, it was considered relevant to research which technologies are used in Brazilian companies in order to facilitate internal processes of a People Management sector. The psychology professional, in possession of this information, can contribute to the development of strategies for the insertion of technology within an organizational context.

This research was important to understand the various technologies used in the people management sector in the most diverse companies.

It is important to note that it also contributed to the area of people management so that professionals in this area seek platforms that streamline processes within organizations.

This work was organized as follows, in addition to this introduction: (i) section 2, presents the general and specific objective of the research; (ii) section 3 presents ideas and theoretical constructs related to the use of technologies in the area of people management in organizations; (iii) section 4, presents the research case and the applied methodology; (iv) section 5 presents and analyzes the data; and, (v) section 6, highlights the final considerations (vi).

2 OBJECTIVES

The general objective of this research is to know digital platforms implemented in companies; The specific objectives are: to understand how they contribute to the flow of processes; analyze what were the main benefits of being implemented and realize what were the main harms of their implementations.

3 LITERATURE REVIEW

In recent years, with the greater insertion of technology in people's lives, many companies have had to adopt new ways of working, increasing the use of innovative and technological platforms. The importance of technology in the lives of people and companies is observed, as a form of education, work, entertainment, communication, shopping, practicality, etc.

Technology arises and contributes to the advancement of a society, facilitating our daily life and helping it, it is more effective in the environments we frequent the most as our personal, social and professional environment.

The history of technology is ancient, it begins in antiquity and has evolved over time, along with the human being. With the need for innovations and modernity from the 20th and 21st centuries in the face of these new technologies, the human being had to adapt with the arrival of computers and other technological equipment (cameras, television, cinema, appliances etc) and adapt them in personal and professional life (SILVA, 2018).

In a synthetic way, some of the main changes in the technological environment of computing can be presented. In 1946, the world's first large-scale electronic digital computer, the ENIAC (Electrical Numerical Integrator and Calculator), appeared. In the years 1951 to 1959, the first generation computers were formalized, using their own programming language to calculate fast data; from 1959 to 1965, second-generation computers were created, with more elaborate programming and microsecond processing calculations; From 1965 to 1975, third-generation computers were developed, capable of calculating data in nanoseconds, with a high-level, procedure-oriented programming language; In the period from 1975 to 1981, the fourth generation was launched on the market, with integrated circuits being developed following the line of the third generation; In the 1990s, greater innovation began, with quality software and fast processing being launched; Finally, from the 2000s to the present day, there are computers used in the hand, such as Smartphones, iPod, iPad and Tablets, which make people's lives easier by accessing any information through the internet, with light, fast and thin designs. (SILVA, 2018).

Several actions make people's lives easier through the insertion of technology and the internet, such as, for example, communication has become more agile and easier in our daily lives, it has contributed to us doing anything without having to leave the house due to the convenience of the internet (SILVEIRA *et al.* , 2019) .

With the insertion of technology increasingly present in people's lives, it was necessary to seek to know several platforms that replaced manual work in various processes of a business sector, such as People Management.

For Guimarães (2021) the People Management sector is responsible for managing the human capital of companies. This area uses Human Resources (HR) methods and techniques to reconcile the objectives of employees with the goals of these organizations.

Sales (2020) , says that People Management is defined as a set of business strategies that are based on the study of Organizational Psychology, which values Human Capital in companies. It works on employee involvement, training and development. Showing everyone their importance in the team and helping the company achieve better results.

Souza et al (2017), also states that People Management is important for the organization since:

People Management (PM) is a very compassionate area that dominates in organizations, it is a set of practices and policies necessary to lead the managerial position related to people and their aspects. Its mission is to lead people with qualities, efficiency and a lot of productivity to contribute to the objectives of organizations and aligned with Human Resources that direct their strategies and techniques linked to productive work organizations for the best contribution of their subsystems.

The Human Resources/People Management area is fundamental for the entire organization, because through it people and company processes are related to form the organizational structure. (SOUZA et al, 2017).

Based on this, it is possible to understand the importance of information technology and digital platforms applied in a People Management sector.

The Information Technology area provides other business sectors with new actions for the elaboration of processes, services, through information (MCGEE; PRUSAK, 1994).

According to Alves (2017), new technology is the one used to replace procedures previously adopted in the company, such as manual processes, and it seeks new resources in order to resolve conflicts of these processes in companies.

In order to plan these new digital platform strategies, Information Technology is emphasized as one of the most important components of the business environment, as companies widely and intensively use this technology, both at the strategic and operational levels. Furthermore, it provides an increase in managerial productivity, allowing information to be collected with quality (ALBERTIN; ALBERTIN, 2009; MOREIRA; RIBEIRO, 2014).

Managers must think about planning and strategies in order to be included in the digital age (Information Technology), as they must identify the appropriate technologies to meet the real needs of the company to change and innovate by facilitating internal processes (ALVES, 2017).

According to Chiavenato (2010), new technological methods are replacing the traditional ones, in which the most used in People Management training such as: the use of audiovisual resources,

teleconferences, interactive electronic communications, electronic mail (e-mail) and training at a distance or virtual (e-learning).

According to a research carried out at Universidade São Francisco on the technological resources that the people management sector uses, the following result was reached: among the technologies used are ERP systems, intranet, electronic time and HR information systems through the Vetorh software from the company Senior Sistemas (SOUZA et al, 2017).

The author also says that this company, Senior Sistemas, is one of the largest business software development companies in Brazil. The Vetorh product is the technological solution that applies modern and innovative concepts in the strategic management of Human Resources, oriented to the management of Human Capital. Ideal for the decentralization of people management, making them available and accessible by everyone in the corporation, in real time, through the Internet, Intranet, HR portals and mobile devices (SOUZA et al, 2017).

Regarding recruitment and selection, the research also shows that social platforms such as LinkedIn, Facebook, “work with us” etc. are used. Santos and Lima (2018) say that the recruitment process and the selection of people make up the area of human resources, where there is a choice of candidates to take on certain vacancies within a company depending on the personal competence and competence that the vacancy determines.

For Santos (2015 p.3), recruitment through digital social networks is already a reality in our country, but it should not be seen as a substitute for traditional practices, because of this, the recruiter often seeks to establish a knowledge of the individual through these methods but is not entirely based on it.

Having pointed out the main aspects that reveal the main uses of technologies and innovation in companies with reference to the area of people management, then, the results obtained by the bibliographic research on the subject are presented.

4 METHODOLOGY

The purpose of this study is to identify the main technologies used to develop processes in the Personnel Management sectors in Brazilian companies.

Data were obtained through bibliographic research on the subject. According to Cervo and Bervian (1983, p. 55) this type of research explains a phenomenon based on theoretical references already published by other authors in other documents. Therefore, from this review the author must present a result for a situation, that his idea will contribute to science according to his area of expertise.

Martins and Theóphilo (2016, p. 52) report that bibliographic research seeks to explain subjects or themes in references already published in various methodological sources. Bibliographic research is an excellent means of scientific training when carried out independently – theoretical analysis – or as an indispensable part of any scientific work, aimed at building the theoretical platform of the study.

In this research, the chosen approach was the qualitative one, in which the researcher seeks to understand the nature of a social phenomenon, seeking the “source problem” of the same. (RICHARDSON, 1999, p. 79).

Another scientific method used was the explanatory research that seeks to identify factors that determine the occurrence of certain phenomena. (RODRIGUES, 2007)

For this, important bases (tools) that expose information from scientific knowledge were used: Google Scholar, Scielo and Pepsic.

The Google Scholar platform is an extremely important database, as it allows the location of articles, theses, dissertations, etc., facilitating the search for scientific works (SANTOS, 2019).

SciELO (Scientific Electronic Library Online) is a portal that gathers, organizes and publishes on the internet complete texts from Brazilian academic journals and from all over Latin America.(...) Scielo's main objective is to develop a standard methodology for the preparation, storage, dissemination and evaluation of scientific production in electronic format, thus facilitating access and handling of the platform (TUMELERO, 2019).

Finally, the Pepsic library is a virtual source of health information focused on the area of Psychology. (...) This platform contributes to the visibility of scientific knowledge produced in Psychology in Latin American countries, from open access publications, also meaning a great step towards the democratization of knowledge produced in the area (COELHO, 2011).).

As a research procedure, the main keywords on the researched topic were inserted in the aforementioned databases: technology and people management. Articles published in the last 5 years and presenting studies of Brazilian companies were considered valid.

After the selection of publications, they were analyzed according to the research topic and presented in the results of this study.

5 RESULTS AND DISCUSSION DATA PRESENTATION AND ANALYSIS

The present work was carried out with the support of the University Scholarship Program of Santa Catarina – UNIEDU in partnership with the Universidade do Contestado and the Government of the State of Santa Catarina with the scientific research group of the Psychology course at UnC – Concórdia.

First, before carrying out the study in the form of a bibliographic research, the articles relevant to the research topic were filtered, taking into account keywords for the search: “technologies” and “people management”. On the Google academic platform, 55 results were found, searching for materials from 2016 to 2021. Searching pages in Portuguese, sorted by relevance and date. On the Scielo platform, 2 results were found for the period 2015-2020, in Portuguese. Finally, on the Pepsic platform, no results were obtained on the subject. After this first filtering, the articles were selected according to the abstract and the sample in the database remained with 16 articles.

The articles found on the subject are: People management in non-governmental organizations: Characteristics and challenges (2020), Subsidies for creative and intentional action in Brazilian financial institutions (2021), Management of maintenance supported by BIM-FM (2021), System management information: case study in a public information technology company (2020), The Use of Human Resources Analytics in People Management (2021), Survey and analysis of management tools for good corporate governance practices in the billing process hospital (2021), Organizational change in times of a pandemic: A case study in the company Mercur (2021), The Implementation of IT in Administrative Processes: The Case of the Assiduity of a Company that Provides External Maintenance Services (2020), Citizen Communication : gender, race, diversity and collaborative networks in the context of the pandemic (2021), Contribution of people management and HR 4.0 in industry 4.0 (2020), Process and results of the implementation of a hospital information system for the management of university hospitals in Brazil (2021), Difficulties in the Implementation of IT Governance in the Federal Public Administration From the Perspective of People Management (2020), Innovation Strategies for Training & Development : guidelines for investing in intellectual capital (2021), People management by competencies: Competency-based performance management (2021), The role of technology in organizational psychologist practices and their impacts (2021) and People management: Training and development at Visãogeo (2021). The main contributions of these articles are described below.

A bibliographic research was carried out to identify which are the main technologies used to develop processes in the Personnel Management sectors in Brazilian companies and how they work.

In recent years, with the acceleration of information, the most diverse sectors of different companies had to adapt and create ways to optimize processes. This optimization took place through technology which, for the Michaelis Dictionary, can be understood as a set of processes, methods, techniques and tools related to art, industry, education, etc. But nowadays, society experiences Information, characterized by the popularization of the Internet and new technologies, expanded in companies. (TORRES; LIMA, 2021)

Faced with the current scenario of constant technological changes, the market increasingly demands strategic and efficient management of the business, and for this to happen, technologies and the implementation of systems become a great ally of management, as they are able to assist in the management information of paramount importance for organizations, facilitating the use of technological and computational tools, in addition to providing the administration to maximize the knowledge and development of existing segments in the company, from employee productivity to managerial decision making (SILVA; VASQUES; NUNES, 2020).

Silva (2021) reports that the people management sector is and will be increasingly impacted by technology, since the inclusion of systems will be more frequent and greater control of the activity of training and developing human capital.

That said, the information technology area can benefit from the construction and maintenance of processes in people management, such as: cost-effectiveness in accessing data and information from all

authorized parties; there are more options in terms of cost-effectiveness in the management of information systems in the area of people management; can get data directly from the source, providing accuracy in a shorter response time; reducing the distance between people management and internal customers through the integration of processes; and finally, it promotes the corporate globalization of people management information and its accessibility at low costs (KARAKANIAN, 2000 apud SILVA; CASTILHO; HERMOSILLA, 2020).

In this scenario, Denning (2018) suggests people management practices necessary for innovation, so that the sector makes use of technological devices and artificial intelligence, including online training platforms, job rotation, flexible working hours and pay for performance.

The search for technological resources for people management is already a reality. Paiva (2018), conducted a survey on the adherence of these sectors by the digitization of processes and pointed out that 56% of companies are redesigning their programs to leverage digital and mobile tools, 33% of the surveyed teams use some type of artificial intelligence (AI) technology.) to provide solutions and 41% actively develop mobile applications to provide people management services.

The people management sector increasingly invests in technological platforms/systems, mainly in bureaucratic processes, such as time-sharing, vacations, payroll and benefits, as well as employee development processes, recruitment and selection and training.

Silva; Vasques and Nunes (2020) explain a system/platform that assists in the routines of the people management sector, more exclusively the Personnel Department area, the system is called Ergonrio and optimizes payroll, vacation, benefits, and other processes without using paper. In other words, the system is customized, allowing greater flexibility in terms of structural and functional changes, adapting and updating itself in order to always enable better results for its users (people management and other employees).

Another service that can help in optimizing the processes of the personnel department is the digital automation of the employee's time recording, starting to be digitized, as a means of replacing the use of the fixed time clock (SILVA; CASTILHO; HERMOSILLA, 2020).

This online timekeeping platform/application, called Ponto Lite, allows the user to register the entry/exit of work, having as reference its geolocation, confirming the inclusion of data in the system. The system allows the registration of the offline point and temporary storage on the smartphone itself until the user's device is connected to the internet and activates the synchronization, sending the data to the company's people management sector (SILVA; CASTILHO; HERMOSILLA , 2020).

In addition to the platforms aimed at the personnel department, technological innovations were seen for the recruitment and selection processes, training management and skills development for employees.

In the past, the HR sector was not a strategic sector for technologies to be developed in this specific area, but nowadays it is of great interest, even more for large organizations to choose the right talent for their teams and this has made this sector become interesting for new technological solutions (TORRES; LIMA, 2021).

The recruitment and selection process is making room for technology, talent retention (internal or external) can be done through artificial intelligence, reducing operational effort. In other words, within this intelligence, tasks that were previously manual (such as sorting profiles, receiving printed material and contact for a pre-selection) can be performed and stored, thus making routines more agile and making the sector more strategic. (TORRES; LIMA, 2021).

Also Almeida (2004, p.38) announce that with online recruitment, the professional in the people management sector can benefit in the processes of searching for new candidates, seeking information about them, with the purpose of helping in hiring decisions. (...) This online system performs tasks in the talent retention process (attracts and screens qualified candidates, manages CVs, manages information, promotes candidate information for hiring and collection and monitors evaluation and improvement of the process.

In addition, there are tools that make it possible to trace the candidate's behavioral profile even before the initial interview. This is possible from technical skills mapped from questionnaires, with DISC being one of the most common evaluation software methodologies found on the market. This behavioral assessment tool is a personality test applied through questionnaires and forms, which allow the identification of people's behaviors in the environment in which they are inserted and the reasons that lead to certain reactions. One of its main purposes is to predict the behavior of a professional when he is subjected to some type of specific situation. In addition, it aims to detect the strengths and weaknesses of each one (TORRES; LIMA, 2021).

In addition, there are other software that assist in the recruitment and selection process, with the same purpose of evaluating the candidate's behavioral profile, in addition to DISC, namely: Map, PI, gamification platforms, such as Owiwi and Huddle. The choice of these instruments happens for several reasons, among them, the internal demands of the organization, size and personnel administration needs of the company, in addition to the price that is charged for the support and the tool (TORRES;LIMA, 2021).

Even so, technological changes in the recruitment and selection process have extended to sending resumes via video and remote interviews (SANTOS, 2021).

Technological demands in companies, in addition to those already seen, still turn to employee training processes, that is, development training.

In addition to the traditional training model, that is, in person, the author Silva (2021), suggests that companies invest in online training or distance courses, so that individuals do not depend only on groups in order to train themselves, but that they can learn individually and anywhere.

With the technological impact, and especially in recent years, due to the pandemic that affects the way of managing people, many companies reported that they had to adhere to training in the digital environment, as a way of not losing their employees or terminating their employees. same.

The author Santos (2021) sought to find out how these changes were taking place in a company, based on the interview and reports of some employees about online training:

“The company has made available two platforms with an infinity of courses.” (Interviewee 8).(...)
“We are doing training in online facilitation and it is precisely this being very special for our change

in mentality of how much we can interact through the virtual.” (Interviewee 12).(...)“Two courses related to the Teams application were offered to learn about the tool.” (Interviewee 7).

Online training is also being invested in several financial institutions. In this sense, Banco do Brasil SA (2019) diagnoses training needs and offers educational actions also through UniBB, the corporate university, especially with investments in training leaders through the “Mentoria Rede Varejo”, “ATUAÇÃO – Jornada do Inspiring Leader”, “Women's Leadership” and “Strategy and Planning Trail”, which contribute to employee training and investment in the digital world.

Similarly, Banco Bradesco SA (2019) apud Firmino; Vasconcelos (2021) stated that he encourages the training and development of employees through a corporate university (UniBrad), executive coaching programs, mentoring, sponsorship of graduate courses, management development programs, in addition to carrying out competency-based management, performance evaluations, actions aimed at quality of life at work, proposing an attractive benefits program, among others.

Furthermore, the great trend for these online training platforms is the use of gamification process, that is, the more training the employee does and with the best grades, he gets a better ranking, which contributes to the process of training. learning becomes motivating and interactive (SILVA, 2021).

The use of technology in the people management process also allows one to observe the behavior of an employee over the time he remains in the company, which allows for feedback and decision-making by the company. The People Analytics platform or People Analysis translated into Portuguese allows the collection and organization of data analysis on the behavior of individuals through technology. According to SelpeNews (2020), regarding the use of data collected by social networks, internet browsing history, BigData and other sources of digital information, it is possible to evaluate each employee by their behavior and prove their skills and what still needs to be developed. The platform also uses a Chat Bot, which serves to streamline communication and more accurately assess a process in terms of productivity and conflicts, mapping these professionals and suggesting improvements in behavior, as already mentioned (FIA , 2020).

In summary, it is considered that the investigations carried out were important to understand how companies are investing in technological innovations, in order to optimize internal processes, especially in the people management sector, which demands precision in the face of people process.

6 CONCLUSIONS

The new technologies implemented in sectors such as people management are gaining a lot of flexibility in recent times, as it is verified that they bring better results for companies, by streamlining processes and making the environment sustainable.

The study aimed to discover digital platforms implemented in companies; The specific objectives were to understand how they contribute to the flow of processes; analyze what were the main benefits of being implemented and realize what were the main harms of their implementations.

According to the in-depth study on digital platforms in the area of people management, the following results are clear.

With new technologies being implemented, the information technology area can benefit from the construction and maintenance of processes in people management, contributing to a cost-effective access to data and information from all authorized parties; can get data directly from the source, providing accuracy in a shorter response time; reduces the distance between people management and internal customers by integrating processes; and finally, it promotes the corporate globalization of people management information and its accessibility at low costs.

Adherence to process optimization remains frequent, as research by author Paiva says that 56% of companies are redesigning their programs to leverage digital and mobile tools, 33% of surveyed teams use some type of artificial intelligence technology (AI) to provide solutions and 41% actively develop mobile apps to provide people management services.

In view of this, all subareas of the people management sector are starting the digitization process, contributing to activities such as payroll processes, vacations, benefits, and other processes without the use of papers, an example of optimized personnel department processes. it is with the Engorio system . In addition, the sub-area (personnel department) can use the Ponto Lite application, which allows the user to record the entry/exit of work, having as reference its geolocation, confirming the inclusion of data in the system in offline mode. . This system contributes to the employees of companies that need to perform external work, since they can register the point without the need to mark the physical electronic point. In addition, the point record is stored in a system, without the need for people management to use paper and in this way, the organization can intensify sustainability.

In addition to the platforms aimed at the personnel department, technological innovations were seen for the recruitment and selection processes, training management and skills development for employees.

The recruitment and selection processes in many companies are operational (such as the screening of profiles, receipt of printed material and contact for a pre-selection), therefore, using artificial intelligence platforms help since the talent retention process by People management becomes more effective with the system's automatic filtering.

An example of increasing behavioral assessment of online recruitment is the DISC platform (dominance, influence, stability and compliance) facilitating the prediction of the candidate's personality for the vacancy before the first interview, identifying his behaviors within the organizational environment and his main reactions. The platform is important as it streamlines the behavioral trait process by the candidate's recruiter. In addition, there are other software that assist in the recruitment and selection process, with the same purpose of evaluating the candidate's behavioral profile, in addition to DISC, namely: Map, PI, gamification platforms, such as Owiwi and Huddle.

After the employee is hired, the subarea must train and qualify this employee in the role he will perform, so many organizations are changing this process from an in-person model to an online training

model on various digital platforms. An example is financial organizations that adhere to systems called "Corporate Universities", first diagnosing the training needs of each position and offering educational actions with the adhesiveness of e-learning training (corporate education on a digital platform), helping in the agile training of employees .

In addition to training employees, institutions must monitor their performance, in this sense, digital mechanisms such as the People Analytics application (people analysis) allow the people management area together with the employee's manager to measure behavior and prove skills and what still needs to be developed, facilitating feedback processes practiced for the development of people and organizations.

It is worth mentioning that from these results found and seeing the reality of integration of society with technologies, there are still few bibliographic references of the usability of digitization of processes in the area of people management, still organizations are adhering to the practices of improving processes and sustainability with the scarcity of papers. In view of this, institutions should study the possibilities of approving practices like these.

In a second moment, research organizations can verify how the phenomenon of operational change for technological processes happens and suggest proposals for improvement in the face of these new digital platforms and the adherence of institutions.

Given the considerations of this research, institutions need to innovate, because, in addition to contributing to the optimization of people management processes, it reduces paper, pens and other materials, contributing to sustainable practices. Finally, the final result also contributes to people management professionals as a whole, since it may be a way to suggest improvements by joining these platforms to all Brazilian companies.

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