



POLICIES AND PRACTICES OF PEOPLE MANAGEMENT IN BRAZIL: A BIBLIOGRAPHIC ANALYSIS BETWEEN THE YEARS 2008 TO 2017

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ABSTRACT

People Management has assumed a greater role as a competitive differential in the structures of organizations trying to create a management that has its employees as the main actor. A bibliographic review was carried out based on the publications on policies and practices of people management. The survey and bibliographical analysis was carried out through the search tool of the Brazilian Portal of Periodicals of CAPES - Coordination of Improvement of Higher Education Personnel. With this tool, we search the articles published in the last 10 years on the perspective of policies and practices of people management. With this, we found that most of the articles aimed at studying the policies and practices of people management, framed within six major policies: Recruitment and Selection; Involvement; Training, Development and Education; Work conditions; Rewards and Compensation and Performance Evaluation based on Competencies. The results showed that human resources policies and practices significantly impact the manifestation of voluntary acts that reveal.

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INTRODUCTION

The scenario of the new competitive framework, made up of new forms of competition, mutability, innovation and increasing knowledge valorization, have made organizations and People Management (PM) or Human Resources Management (HRM) restructure themselves (SANTOS, 2004). The policies and practices of people management are developed as a primordial factor that differs the organizations and make them have a great market differential. Within this context, People Management has assumed a greater role as a competitive differential in the structures of organizations trying to create a management that sees itself as the main actor of its collaborators.

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Managing people is a topic of great importance and increasingly widespread as a matter of survival for organizations. However, many people-management professionals still have doubts about how to deal with this problem in companies, since they are often poorly trained, which rarely includes specific technical knowledge on the subject of Personnel Management Policies and Practices or Human Resources (HR). Primo *et al.* (2014) affirm that strategic PM has become a factor of competitiveness for organizations, especially when their practices reach a high degree of alignment with the organization's objectives. Thus, based on the foundations and assumptions we have outlined, it can be said that people management in organizations must assume an essentially strategic role, since their policies and practices need to move forward in order to reach the desired organizational competencies. From this, the problem to be studied arises: What are the policies and practices of PM most

used organizations according to the articles analyzed? Therefore, this study will have a qualitative focus and will aim to analyze the bibliographic production on policies and practices of people management in organizations between the years 2008 to 2017 in Brazil, seeking to identify and describe the practices used in organizations. This article is structured in the following way: the second section sought to list the bases to base the conceptualization of this article, the third section shows the methods used to carry out the research and the survey of the data obtained, the fourth section presents the results obtained according to with the determined objectives and, finally, the last section presents the conclusions, bringing the analysis of this research in the perception of the authors.

Theoretical Foundations

Regarding the evolution of the studies related to the management of people in Brazil, the work of Wood Jr. *et al.* (2011) made an analysis of the period from 1980 to 2010 aiming mainly to include Brazil in this environment. As main results, it showed that the human resources area was more focused on aligning its policies with the new scenario that emerged through the opening of the market, the emergence of entrepreneurship, increased competition and the search for innovation, quality, and efficiency. In this context, attracting, qualifying, valuing and retaining talents assumes special connotation, constituting strategic challenges of people management in the new millennium, outlining the assumptions, fundamentals, and concepts of the modern PM. In the last decades, with the emergence of the most competitive marketing models resulting from technological, political and social advances, people are seen as strategic partners within organizations. It was necessary, however, the new look of managers for the importance of human and intellectual capital within their companies and of best practices of people management to manage it for the benefit of organizations. According to Gil (2001), the appearance of human resources management is due to the introduction of concepts originating from the General Theory of Systems to personnel management. Management, now more airtight, has become a broad challenge in the scenario, where all the people who hold managerial positions have become managers of people.

Human resources management becomes the responsibility of all leaders and shared with all those working in the company, whether they are line employees, human resources managers or their executives. Competitive mechanisms, products, market and technology, institutional mechanisms, social, cultural and legal dimensions, and the configuration of the company resulting from administrative and historical inheritance are considered in the study of strategic management of people. Given the contextual conditions, "the dominant coalition formed by shareholders, executives, boards, managers, factory committees and HR professionals has greater or lesser freedom of action (space for maneuver) for the elaboration of policies and practices according to aspects such as the labor / capital ratio, the company's financial health, unionization rate and market strategy (LACOMBE & CHU, 2008). Regarding the participation of HR professionals in the formulation of this strategy, Albuquerque (2002) considers this to be the new role of HR. As a result of the competitiveness and instability of the global business environment, companies have sought to improve and differentiate themselves through human resource management practices, constantly adapting to the dynamic

market (BINYAMIN & CARMELI, 2010). Organizations, regardless of their business, size and business environment, come to realize that it is not only tangible assets like machines and equipment, physical structure, now more than ever, companies are also conceived of intangible assets and, above all else, are 'human' and moved mainly by intellectual capital. Investments in technology are no longer enough to guarantee its growth and advancement in the market that becomes increasingly competitive. The business environment sees people as a differential and competitive advantage. PM policies and practices are no longer seen as a cost to the organization and have come to be seen as a source of competitive advantage since motivated members aligned with organizational goals become one of the most valuable assets for organizations in the current market environment (OLIVEIRA & OLIVEIRA, 2011). According to Storey (2007), the new scenario has raised the pressure on managers to ensure the success of their operations by encouraging the use of more effective management mechanisms, among other things, to influence the behavior of individuals and groups in favor of organization, using them in an integrated way to the strategy, guaranteeing its operation and, also, seeking competitive differentiation (BARBOSA *et al.*, 2014). Companies and employees are sides by side, in a continuous relationship of skills exchange. The company makes available its assets to the people, developing them; and people, transfer their learning to the organization, generating conditions to face new challenges (DUTRA, 2001). According to the author, the integration of the value of individuals is their real collaboration for the company's heritage of knowledge, contributing to the retention of its competitive advantages over time. To assimilate the elementary factors that influence the organization's capacity for new ideas and innovation of its products or processes is a relevant strategic task to sustain the competitive advantage (ALBERTON & CARVALHO, 2017).

According to Armstrong (2009), the concept of strategic management of human resources is already observed in evolution, resulting from the increasing need for planning orientation and gradual interventions with strategic orientations, aiming to change from the control model to the commitment model. These authors suggest that several subsystems, organizational structure, labor relations, and HR policies make up the management of people and are composed of policies and practices and can be combined to produce different strategies. Mascarenhas & Kirschbaum (2008) argue that the emergence of strategic people management, coupled with the strategic alignment thesis, has led to the emergence of new human resource tools useful for the construction of productive systems that value the involvement, integration, and development of individuals. Thus, considering the concepts, fundamentals, and assumptions of people management. Armstrong (2009) argues that people management must be consistent with the organization's most primal values and its main features are the strategy with an emphasis on integration; focus on entrepreneurship and business values; and the basis on the belief that people should be treated as valuable resources for the organization (human capital). For Demo & Rozzet (2012), human resources policies and practices needed to contribute to the greater well being of people, allowing them greater personal and professional fulfillment. In this sense, this research is focused on identifying and describing the policies and practices of people management applied in organizations according to the 08 articles selected. Dessler & Varrkey (2005) listed these

practices necessary to manage people at work, specifically in hiring, training, assessment, compensation, and the provision of a good and secure environment for company employees. For the author, there were five main policies and practices that constituted the management of people in organizations by HR: recruitment and selection, training and development, pay, performance appraisal and working conditions (TINTI *et al.*, 2017).

MATERIALS AND METHODS

A literature review was carried out based on the publications from 2008 to 2017 on policies and practices of people management. The bibliographic survey was carried out using the search tool of the Periodicals Portal of the Coordination of Improvement of Higher Level Personnel (CAPES)¹, a government agency linked to the Brazilian Ministry of Education. This Portal is a platform system called WebQualis with the purpose of classifying scientific production. This system uses grades in 1 to 8 scale where A1 is the highest followed in descending order by A2, B1, B2, B3, B4 and B5 with C as the last, which is considered as without classification. For this classification, a series of criteria is used, such as: number of issues, indexation, number of publishing institutions, impact factor based on JCR, etc (Bastos, 2010). In this paper, to simplify, we call each grade level or strata as Qualis. For search, we have used the constructor "policies and practices of people management" and, with this, we seek to identify the most adopted publications found in WebQualis classified with Qualis from A1 to B3 published in the last 10 years on the optics of policies and practices of people management. Articles that appeared in duplicate were removed. So, 23 articles were identified. Subsequently, other filters were applied to the selected articles, removing those who were in a foreign language and those that were not related to the Brazilian reality.

Thus, of the 23 articles, 8 articles became eligible for analysis, which we have organized with the following analytical dimensions: 1. annotation of the data referring to the year of publication, 2. title, 3. The Qualis classification, 4. thematic. The publications were analyzed considering the number of articles published per year, the number of authors, the number of articles by authors, number of authors per article, periodic area classification, PM policies, and practices addressed in each article, the studies were organized in a table to make the diagnoses.

RESULTS AND DISCUSSION

Table 1 presents the eight articles analyzed among the 23 that were found and applied to the dimensions used: year of publication, title, qualification of WebQualis, thematic and conclusion of each article listed. It should be noted that 15 articles were excluded because they did not include the parameterization criteria adopted. According to Oliveira & Oliveira (2011, page 657) Human Resources Management (HRM) is the integrated union of strategies, policies, and practices that are designed to manage people in an organization and practices as the activities that are inserted in organizations and also perceived by employees, and it is possible to directly verify them. It is also noticed by the article study of Meneses *et al.* (2014) that several issues arise when talking about policies and practices of people management, such as models of people management, training, and development, compensation and benefits, quality of life at work, human performance management, recruitment and selection, management of labor relations, among others. The policies and practices of people management have several lines of study as can be observed and there are not many studies in journals with Qualis higher or equal to B3 and that there has been a gradual intensification of production in this topic in the

Table 1a.

N.	Year	Title	Authors	Thematic
1	2011	Políticas de gestão de pessoas no novo milênio: cenário dos estudos publicados nos periódicos da área de Administração entre 2000 e 2010	Gisela Demo Natasha Fogaça Iara Nunes Laylla Edrei Leela Francischeto	A bibliographical study of how GP policies create competitive advantage
2	2017	O Impacto das Políticas e Práticas de Recursos Humanos Sobre os Comportamentos de Cidadania Organizacional	Joel Adame Tinti; Luciano Venelli-Costa; Almir Martins Vieira; Alexandre Cappelozza	Analysis of GP policies and practices on the influence on organizational citizenship behavior
3	2017	A influência dos valores organizacionais na percepção de políticas e práticas de gestão de pessoas.	Gisela Demo Thais Fernandes Natasha Fogaça	Relationship between organizational values and GP policies and practices
4	2014	Do ideal ao real: as práticas de gestão de pessoas em pequenas e médias indústrias	Rúbia Oliveira Corrêa; Jenny Dantas Barbosa; Luiz Marcos de Oliveira Silva	Personnel Management Strategies in small and medium processing industries for regional development
5	2008	Políticas e práticas de gestão de pessoas: as abordagens estratégica e institucional	Beatriz Maria Braga Lacombe Rebeca Alves Chu	The influence of institutional factors on GP management policies and practices
6	2009	Políticas e práticas de gestão de pessoas: peculiaridades de uma estrutura organizacional remota	Nildes Pitombo Leite Lindolfo Galvão de Albuquerque	The operation of GP in remote organizational structures
7	2013	Influências das políticas e práticas de gestão de pessoas na institucionalização da cultura de segurança	Margareth Arpini Veiraa, Annor da Silva Junior, Priscilla de Oliveira Martins da Silva	The influence of GP policies and practices on the institutionalization of safety culture
8	2014	A produção científica brasileira sobre a gestão de recursos humanos entre 2001 e 2010	Pedro Paulo Murce Meneses, Francisco Antônio Coelho Júnior, Rodrigo Rezende Ferreira, Tatiane Paschoal, Antônio Isidro da Silva Filho	Bibliographic review of models, systems, technologies and human resources policies and practices.

Source: Prepared by authors

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Table 1b

N.	Q	CONCLUSIONS	PRACTICES
1	B1	The work proposed to do a literature review survey with administration journals with Qualis greater than or equal to B2. It was identified that the majority of the studies are concentrated between the years of 2003 to 2006. It was noticed that the majority of the studies were theoretical -empirical and qualitative. It was also identified a greater concern with T & D in the studies analyzed since, according to the study, a greater investment in the area by the organizations is necessary. Another aspect that has been addressed is QVT programs that need to be better implemented. Other issues were still less addressed. The final objective of the work was to create a research agenda that seeks to address all these issues in a relevant way.	Rewards and communication system; Training and development; Recruitment and selection; Involvement; Work conditions; Evaluation of performance and competencies;
2	A2	This article sought to analyze HR behavior in order to have a competitive advantage for organizations. The results showed that human resources policies and practices significantly impact voluntary acts that reveal organizational citizenship. It also states that PPRH should be constantly reviewed to be appropriate to the new realities that are inserted in organizations	Recruitment and selection; Training and development; Remuneration; Performance evaluation; Work conditions;
3	B1	The general objective of this study was to analyze the relationship between organizational values, as an independent variable, and policies and practices of people management, as a dependent variable. The result showed that the values related to egalitarianism predict three GP policies and practices: working conditions, TD & E and involvement. The study developed contributed to the academic literature of People Management and Organizational Behavior and the results and recommendations of this study are not conclusive or limiting, but it is important to emphasize the need to constantly update and conduct research to deepen knowledge about this relationship, with the objective of contributing to the advances related to GP policies and practices and organizational values, elements that constitute the core of the organizational culture.	Recruitment and selection; Recruitment and selection; Involvement; Training, Development and Education; Work conditions; Evaluation of Performance and Competences; Remuneration and Rewards;
4	B3	The present study analyzes how the strategies of people management are being applied in Small and Medium Sergipe industries. The analysis of the cases pointed out that the idealized by the literature and the trend of the moment the strategic management of people does not match the reality found in the small and medium industries studied. There were weaknesses in talent management, starting with the lack of a managerial structure adequate to the new market trends, low investments in functional training, low salaries, simple selective processes and a lack of attractive functional and benefits promotion policies. research was not intended to be conclusive, but to contribute with an analysis about the strategies of people management. It is suggested for the future that quantitative studies on the subject matter be undertaken to minimize the main limitations of the study, inherent in the research strategy used.	Recruitment and selection; Training; Remuneration; Job Stimulus (promotion); Turnover; Health and Safety Actions;
5	B1	In this study, policies and practices of organizational management were investigated in a business chain, with the purpose of investigating the influence of institutional factors on the design and implementation of policies and practices of People Management. The results show that, in addition to the organizational strategy, institutional factors can be determinant for the elaboration of Personnel Management policies, thus showing that it is advantageous to include the institutional approach in the studies in this field. We conclude that this is fertile field for research, with theoretical and practical benefits and the results raise questions to be deepened in future research.	Developing people; Preparation of managers; Health and safety training; Competence management; Recruitment; Market remuneration; Management of managers; Competence management; Remuneration and market benefits; Payroll; Management of managers; Competency management; Retention of key people;
6	B3	This article has as main objective to investigate how the specificities in the management of people are elucidated within a company with remote organizational structure, distant from large urban centers. Their results demonstrate that specific policies and practices of people management favor the creation of a culture of contribution, development and solidarity in relationships between people. Consider that the results found in this research can not be generalized. However, they can certainly contribute to the opening up of new investigations into similar structures.	Participatory management of people; Security management; Interpersonal Relationship Management; Organizational Climate Management; Ombudsman for conflict resolution; Training programs; Competency management;
7	B1	The objective was to describe and analyze the influences of policies and practices of people management in the process of institutionalization of security culture in a large industry. Empirical evidence indicates the recognition of the role of the people management area in the process of institutionalizing the safety culture, which finds in the human factor its "obstacle", because in most situations, the worker is assigned responsibility for the occurrence of accident. It is considered that the results of the research allow important reflections on the problematic of the work safety and It is suggested that later studies seek to broaden the studies involving the health aspects of the workers.	Recruitment and selection; Training; Remuneration management; Performance evaluation; Career management Communication; Development and capacity building; Payroll administration; Workplace safety;
8	B1	The present study characterizes the national production on the management of people between 2001 and 2010, published in all 121 national journals, from the areas of administration, accounting sciences and tourism, classified between A1 and B4. The results evidenced a field marked by studies theoretical-empirical that describe facets of human resource functions management, where the premise that the management of people by competence is the contemporary model most widely disseminated today in organizations.	Recruitment and selection; People development (training); Remuneration and benefits; Performance Management; Management of quality of life programs and actions at work; Work relationship management;

Source: Prepared by authors

last five years (2008 to 2017) but still very small for the number of topics that can be addressed within this context. A greater number of publications on the subject were identified in the years 2014 and 2017, with 25% each, followed by 2008, 2009, 2011 and 2013 with 12.5% each, totaling 100%. No articles were found in the years 2010, 2012, 2015 and 2016 (Table 2).

Table 2. Number of articles published per year

Year	Quantity	Percentage
2008	1	12,50%
2009	1	12,50%
2010	0	0,00%
2011	1	12,50%
2012	0	0,00%
2013	1	12,50%
2014	2	25,00%
2015	0	0,00%
2016	0	0,00%
2017	2	25,00%
Total	8	100,00%

Source: Prepared by authors

In relation to the authors who published the most, although this study comprised a period of ten years, only two researchers (DEMO et al., 2017) were configured with a little more expressiveness in the area. They presented with two articles each. The other authors had only one publication during the analyzed period.

Table 3. Number of articles by authors

Author	Quantity	Percentage
Demo, G.	2	25,00%
Fogaça, N.	2	25,00%
Outros autores	4	50,00%
Total	8	100,00%

Source: Prepared by authors

As for the number of authors, 5 articles were published by 3 authors, 2 published by 4 authors and only one was published by 5 authors.

Table 4. Number of authors per article

N° of Authors	Quantity	Percentage
1	0	0,00%
2	0	0,00%
3	5	62,50%
4	2	25,00%
5	1	12,50%
Total	8	100,00%

Source: Prepared by authors

With regard to the expression "policies and practices of people management" 4 articles presented this term in their title and dealt directly with this theme. It is noteworthy that although the other four articles that were analyzed do not have the title already mentioned, they also dealt with the topic. This research sought to analyze the articles that found the term "people management policies and practices" although the research returned similar terms such as human resource policies and practices, people management practices, and human resource policies. As for the area of publication of the articles listed, it was verified that the majority were published in magazines of administration. We found 7 articles that were in productions with title directly linked to the administration area and only one that had no direct relation.

Table 5. Area of periodicals

Author	Quantity	Percentage
Administração	7	87,50%
Interdisciplinar	1	12,50%
Total	8	100,00%

Source: Prepared by authors

As for the methodological aspect, the qualitative method was the most used medium. This approach incorporates the question of meaning and intentionality as inherent in acts, relationships and human structures (MINAYO, 1992). The use of these methods allows us to analyze the subjective meanings of everyday experience and practice, as well as to understand the particular meaning and intentionality of the research subjects' experiences, values, perceptions, desires, needs, and attitudes (ALVES-MAZZOTTI & GEWANDSZNAJDER, 2004). The field of management is an area of a complex reality, which involves many aspects, among them, social and environmental, and there is often a need to assess the values, attitudes, and beliefs of the groups to which the actions are directed, being the qualitative approach the most indicated in these cases.

Conclusions

Through the survey carried out, due to the small number of articles in the area of human resources management, compared to international production, it is possible to perceive that the theme that specifically refers to HR policies and practices is still a phenomenon not studied by researchers Brazilians, despite their relevance and impacts to the people and organizations where they work. It is fundamental that the professionals develop jointly and invest more in multidisciplinary researches and with multiple looks for the same problem, in order to know the subject as a whole, in its different peculiarities, since the administration magazines, in general, are the main means of disseminating studies in the area, presenting a convergence of publications in this field. Therefore, there is a need for greater variation in the research related to the topic. Thus, new research is needed to boost the studies of policies and practices of people management. New

research on a thematic, with methodological diversity, allows a deeper study of the problem, as well as obtaining data to prove different hypotheses (SERAPIONI, 2000). As a consequence of the predominance of studies that use the qualitative method, the main instruments or procedures used in most of the publications found and selected for this production are directly and indirectly linked to this research method. It is possible to notice that in the great majority of the articles selected, the PPPM set has been identified as a result, with respect to the policies and practices of people management, that has a significant impact on the development factors in the companies. Most of the articles aimed to study the policies and practices of people management, framed within six major policies, according to the model proposed by Demo & Rozzett (2012): Recruitment and Selection; Involvement; Training, Development, and Education; Work conditions; Rewards and Compensation and Performance Evaluation based on Competencies. The results showed that human resources policies and practices significantly impact the manifestation of voluntary acts that reveal organizational citizenship. These results are similar to those found in research conducted in England, China and Taiwan (LAM, W, et al., 2012). In them, the results showed that the Human Resources Policies and Practices in organizations of those countries impact on the behavior of organizational citizenship, causing workers to decrease their intention of rotation and improving their perception of organizational climate, justice and support (TINTI et al., 2017). In addition to the organizational strategy for the adoption of PPRH, institutional factors can be determinant for the elaboration of the Personnel Management policies, thus showing that it is advantageous to include the institutional approach in the studies in this field. It was observed that the organizational values have a direct relation with the practices of the companies, among them, those of people management, since both forms the center of the culture of each entity. We have concluded that the Policies and Practices of People Management are products of the conciliation of the influences of several factors, among them the organizational strategy. Finally, the study shows that multiple approaches to research in People Management highlight issues that are not apparent when adopting a single framework of reference. We conclude, therefore, that this is a fertile field for research, with theoretical and practical benefits. This study has no conclusive character, but rather, it aims to support future research in studies that are within this context, as well as to extend the research to other analyzes, in view of everything that has been discussed so far.

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