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# HUMAN RESOURCES MANAGEMENT: REVIEW OF LITERATURE AND PROPOSAL FOR CONCEPTUAL DEFINITION

# GESTÃO DE RECURSOS HUMANOS: REVISÃO DA LITERATURA E PROPOSTA DE UMA DEFINIÇÃO CONCEITUAL

**Alexandre Jorge Gaia Cardoso**
PhD in Agricultural Sciences, Pará State University, Brazil
E-mail: alexandregraia@yahoo.com.br

**Daniel Nascimento-e-Silva**
PhD in Production Engineering, Federal Institute of Education, Science and Technology of Amazonas, Brazil
E-mail: danielnss@gmail.com

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## Abstract

Human resources management is a dynamic science area requiring periodic assessments to summarize what is known about the subject. Regular reviews bring a better understanding of organizations' operating logic, evolution, and data for developing more appropriate HR management practices. Thus, this study proposed a conceptual definition of human resources management based on scientific literature. The conceptual bibliographic method was used in its four stages to generate its findings: 1) problem formulation and response pattern, 2) data collection in the Google Scholar scientific base, 3) data organization based on semantic analysis, and 4 ) presentation of the answers sought. The results showed nine predominant terms of equivalence: process, approach, strategy, set, system, activity, contracting, progress, and art, and seventeen attributes, grouped into six semantic axes characterizing human resources management: management, employees, development, strategic, goals, and organization. The conclusion presents a conceptual proposal that human resources management can be defined as a strategic management process for developing employees to achieve personal and organizational goals. The study's contribution to science is the proposition of a conceptual definition with adequate boundaries of the scope of the phenomenon of human resources management beyond reductionist and simplistic approaches, which favors organizational practices.
**Keywords:** Human resources management; Conceptual definition of human resources management; Conceptual bibliographic method; Attributes of human resources management.

## Resumo

A gestão de recursos humanos é uma área da ciência muito dinâmica, o que exige que se façam balanços periódicos para sintetizar o que se sabe sobre o assunto. Avaliações regulares trazem uma melhor compreensão da lógica de funcionamento e evolução das organizações e dados para elaboração de práticas mais adequadas de gestão de RH. Assim, este estudo teve como objetivo apresentar uma proposta de definição conceitual para gestão de recursos humanos com base na literatura científica. Foi utilizado o método bibliográfico conceitual em suas quatro etapas para a geração de suas descobertas: 1) formulação do problema e padrão de resposta, 2) coleta de dados na base científica Google Acadêmico, 3) organização de dados com base na análise semântica e 4) apresentação das respostas procuradas. Os resultados mostraram nove termos de equivalência predominantes: processo, abordagem, estratégia, conjunto, sistema, atividade, contratação,

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progresso e arte; e dezessete atributos, agrupados em seis eixos semânticos caracterizadores da gestão de recursos humanos: gerenciamento, funcionários, desenvolvimento, estratégico, objetivos e organização. A conclusão apresenta como proposta de conceituação que a gestão de recursos humanos pode ser definida como um processo de gerenciamento estratégico para o desenvolvimento dos funcionários de modo que se alcance os objetivos organizacionais. A contribuição do estudo para a ciência é a proposição de uma definição conceitual com adequada demarcação do escopo do fenômeno da gestão de recursos humanos, para além das abordagens reducionistas e simplistas, o que por sua vez favorece as práticas organizacionais.
**Palavras-chave:** Gestão de recursos humanos; Definição conceitual de gestão de recursos humanos; Método bibliográfico conceitual; Atributos da gestão de recursos humanos.

## 1. Introduction

Periodic reviews are necessary to synthesize, from time to time, what science knows about a given subject as scientific studies suggest (Moreira et al., 2019; Teodoro, 2019; Lima, 2021; Santos, 2020; Peters, 2021; Azevedo & Cirião, 2022; Christmann et al., 2020; Batista & Kumada, 2021; Araújo et al., 2022; Hayashi et al., 2022; Moll et al., 2022; Santos & Oliveira, 2021). Human resources management is a very dynamic area of science, which requires periodic assessments to be made to summarize what is known about the subject, as shown in the scientific literature (Nunes et al., 2021; Duarte Neto et al., 2020; Diogo et al., 2019; Zago et al., 2019; Silva & Carvalho, 2019; Moura et al., 2021; Pontes & Rostas, 2020; Araújo et al., 2022b; Barbosa et al., 2019; Taschetto & Froehlich, 2019). This is an essential question from a scientific point of view because it suggests the possibility that human resource management is dealing with a workforce with a different profile due to changes in the demographic, social, and cultural factors of society, such as population aging, the balance between personal and professional life, digital and flexible ways of working, new expectations, social movements, awareness, and sustainability. However, the HR management phenomenon must be understood more deeply than the stock of scientific-based knowledge.

It is said that the current world is a world permeated by organizations. This means that all people's needs are satisfied through products or services produced and offered by an organization. Every organization comprises groups of people, at least two, who come together around a common goal or purpose. Organizations are

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established with the explicit intention of becoming permanent perennial. Therefore, organizations need to achieve their goals, the purpose for which they were created, and which can be as diverse as possible. Some organizations exist to cure illnesses, like hospitals, organizations that wage war, such as armies; organizations that govern a State or a Nation, such as political parties; and organizations that educate people, such as educational institutions. There is a vast diversity of organizations of the most varied segments, sizes, and natures, but generally, organizations are structured into four areas: production, marketing, finance, and human resources. Organizations need their help to be minimally managed in these areas to achieve their goals and justify their existing reasons. The HR area, despite being necessary for the success of an organization, still needs a precise conceptual definition with the delimitation of its scope of procedures that managers use to manage their organizations. Human resources management is an essential aspect of organizations, but its stages need to be better established. This may be because there is no consensual definition of HR management.

A survey in the Google Scholar scientific database revealed the existence of approximately 15,000 studies on human resources management published from 2019 to September 2023. Despite being a robust production, one aspect draws much attention: the few or almost insignificant number of studies that conceptually define HR management. There are many studies, but this phenomenon has yet to attract scientists' attention to the necessary delimitation of its conceptual border. With conceptual definitions advancing, several practical aspects of human resources management are protected, as is the case with teaching and learning HR practice.

In this sense, this study aimed to take stock of the literature on human resources management. At the end of the investigation, we intend to present an updated conceptual definition proposal based on scientific studies. Every definition is made up of two parts: the first is the equivalence term, and the second is its attributes, which give meaning to the equivalence term; therefore, the two specific goals of this work are to identify the equivalence terms predominant in scientific studies on HR management and identify the chief attributes in scientific studies on HR management. For this, the conceptual bibliographic method was used, which is

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a bibliometric method and represents the first part of the scientific-technological method developed by Nascimento-e-Silva (2020; 2021a; 2021b; 2021c). The steps consist of formulating a problem and creating a response pattern to guide collecting data in scientific databases, configuring the second stage. The third stage is the organization of the collected data, which is done by presenting some logical scheme that makes the sought answer visible. The fourth and final step is writing the document that contains the solution found and its respective sources of evidence.

## 2. Methodology

The methodological procedures used to achieve the goals of this investigation are described here. First, the characteristics of the research are presented. The guiding questions followed by the study design, the definition of the population and sample, the data collection instrument, the strategy, the form of analysis, and the organization of the data, followed by the techniques for interpreting results and finally presenting the limitations of the work.

### 2.1 Research characteristics

This research is characterized by being eminently qualitative, which used the conceptual bibliographic method, which is a bibliometric method and represents the first part of the scientific-technological method developed by Nascimento-e-Silva (2020; 2021a; 2021b; 2021c). The process consists of formulating a problem and creating a response pattern to guide collecting data in scientific databases, configuring the second stage. The database chosen for collecting the study data was Google Scholar. The third stage is the organization of the collected data, which is done by presenting some logical scheme that makes the sought answer visible. The fourth and final step is writing the document that contains the answer found and its respective sources of evidence.

This study used conceptual definitions found in the Google Scholar database as its unit of analysis. They were handled by definitional linguistic principles, in which every conceptual definition is composed of an equivalence term, which makes the concept to be defined equivalent to it, and attributes, which differentiate

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the use of that term and make it equal. To the concept. For example, “administration” can be conceptualized as “administration can be defined as the process of planning, organizing, directing and controlling resources to achieve organizational goals.” The administration is the concept under the definition, “can be defined as” is the probability expression of science, “process” is the term of equivalence of the concept administration, “planning,” “organizing,” “directing,” “controlling,” “ resources” and “organizational goals” are attributes of the equivalence term “process” that defines administration. Translating into logical terms, we have: “administration = process (planning, organizing, directing, and controlling), the (resources), to achieve (organizational goals). This linguistic principle was applied to generate the results of this study.

## 2.2 Guiding questions

The intended general goal was divided into two well-defined specific goals, transformed into guiding questions: 1) what are the predominant terms of equivalence in scientific studies of human resources? 2) what are the predominant attributes in scientific studies of human resources? The entire study design was designed to answer these questions.

## 2.3 Study design

The guiding questions were answered in seven stages, as shown in Figure 1. The first was planning the study, which consisted of formulating the problem, determining the general goal, and choosing specific purposes, which were transformed into guiding questions. A response pattern was created based on the issue. The problem translated into the form of a research question was “What is human resource management?” and the response pattern created was “Human resource management can be defined as.” The transformation of each specific goal into a guiding question was done by replacing the verb in the infinitive with an interrogative pronoun and noun, as is the case of "Identify the predominant terms of equivalence in scientific studies of human resources" transformed into "What the predominant terms of equivalence in scientific studies of human resources?”. The second was characterized by data collection on the Google Scholar scientific base.

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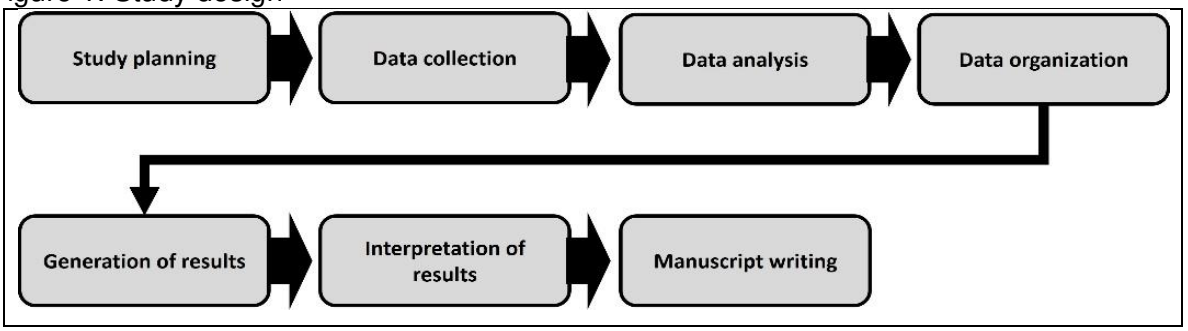
The third stage was data analysis, which separated the equivalence terms from their respective attributes. The fourth step was organizing the data. First, the equivalence terms were ranked. Then, the attributes were organized, so it was possible to discover the main aspects of human resources management already revealed by science.

Figure 1. Study design




Source: prepared by the authors.

The fifth stage was generating results. The results were generated based on the quantitative principle of frequencies. Each equivalence term and attribute were quantified; their semantic proximity was then analyzed and used to create semantic groups when necessary. The sixth stage was interpreting the results, which was done by comparing the empirical findings with what the scientific literature points out. Finally, the seventh stage followed the logic of writing scientific manuscripts, which materialized in this article.

## 2.4 Population and sample

The population of this study consisted of all conceptual definitions found in the scientific literature available in the Google Scholar database in Portuguese and English from 2019 until September 2023. The population included articles published in journals, event annals, dissertations, and academic theses. Definitions from textbooks, technical books, and philosophical books were disregarded because the intention was to take a snapshot of the human resources management phenomenon based on scientific productions. Undergraduate and specialization monographs were also excluded from the study population because almost all of them lack the scientific rigor that dissertations, theses, and articles published in

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annals and journals present. After all the exclusions, the sample constituted a census since all the definitions found were handled in a total of only fifteen definitions that met the requirements of this study.

2.5 Data collection instrument

Data were collected with the aid of a two-column table. The bibliographic data were noted in the first column, and in the second, the data itself. At the end of the survey, fifteen definitions and their respective bibliographic notes were found, constituting what the scientific-technological method calls a mass of data. Each data and its bibliographical indications were noted in a table line. In total, there were fifteen lines of data.

2.6 Data collection strategy

Data were collected with the help of the response pattern formulated during study planning. As the central problem was “What is human resource management?” the scientific-technological method recommends that the answer pattern for this type of question is “Human resource management can be defined as.” This answer pattern was pasted on the Google Scholar search page, and the quotation marks delimited the phrase so that the search engine understood that those eight words needed to be together in the same sequence. After the “enter” command, each link with the answer presented was opened and analyzed to determine whether or not it complied with the study criteria, which consisted of a) being a study approved by a rigorous evaluation system and b) being a complete conceptual definition, with equivalence term and explicit attributes. If the requirements were met, the definition was copied and pasted into the table to form the mass of data. The survey ended when all links were consulted.

2.7 Data analysis and organization techniques

After collecting the data, they began to be analyzed. They were analyzing means breaking it down into parts. As a conceptual definition is structured regarding equivalence and attributes, these parts were separated to be organized individually. This way, a list was obtained with all the equivalence terms and another with all the

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definitions' attributes. The organization took place on each of the lists. The list of equivalences was organized in table form because nine terms of equivalence were found in the list. Only three of them there was a repetition of citation, which was the term process, with four repetitions found in the studies by Nur (2020), Jumady and Lilla (2021), Fajri et al. (2022), and Soelton et al. (2020). The term approach had three repetitions, found in the works of Costa et al. (2019), Puhovichova and Jankelova (2020), and Starchenko and Avilova (2021). The term strategy had two repetitions in the works of Akbari and Rasouli (2022) and Rahayu and Atmojo (2019). The organization of the attributes was more complex, involving more techniques and phases because the attributes are almost always very numerous. Seventeen attributes were found, some with repetition, but most had only one frequency. After identifying the individual repeats (frequencies), semantic groups were formed so that it was possible to know what those data indicated. Thus, six semantic groups characterize human resources management: management, employees, development, strategy, goal, and organization.

2.8 Techniques for generating and interpreting results

The results were generated simultaneously with the application of the semantic grouping technique, also used to organize the data, but considering the linguistic principles of conceptual definitions, as done in studies of Simões and Nascimento-e-Silva (2020a; 2020b; 2021) and Sá et al. (2023). The results regarding the equivalence terms indicated the primary focus in the literature on studies on human resources management. This means that process, approach, strategy, set, system, activity, hiring, progress, and art are the nine paths to studying and understanding human resource management. On the other hand, 17 attributes represent the most frequent and well-known aspects of human resource management that the studies have already addressed. The results were interpreted by comparing the empirical results obtained about the approaches and characteristics of studies with a conceptual definition of human resources management with contemporary studies, which place human resources management in organizational typologies. These results seem to support the hypothesis that the few conceptual definitions of human resource management are

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because this phenomenon has its scope diluted among contemporary organizational typologies.

2.9 Study limitations

Like any scientific study, this investigation also has several limitations, but more is needed to validate its results; they only reduce the explanatory scope of this work. The first is related to data sources, which focused on Google Scholar. The mass of data could be more significant by consulting other databases. However, it is worth mentioning that Google Scholar's search tools can penetrate practically all bases, with the difference being whether access is allowed. In all the links available in the search, it was possible to access the text sought, which reduces this limiting power. The second concern using the fixed response pattern is that “Human resource management can be defined as.” It is worth mentioning that experiments were carried out with similar designs, such as “Human resource management can be conceptualized as” and “Human resource management can be interpreted as,” with no results returned. No returns were obtained. The third and final concern is the exclusive or frequently combined use of the grouping technique and semantic analysis for organizing and generating results. It is essential to highlight that conceptual definitions are linguistic structures equivalent to mathematical equations, so the definition “Administration is the process of planning, organizing, directing and controlling resources to achieve goals” can be said as follows: f(Adm) = P (p + o + d+ c) → ob. Thus, forecasting, programming, and planning are different ways of referring to the same phenomenon, synthesized in planning, which, in this study, would be the name given to this semantic group.

## 4. Results and Discussion

This section will present the study's findings and is organized according to the guiding research questions so that each part corresponds to the answer to a research question. First, the most common equivalence terms will be presented, corresponding to the main scientific approaches to human resource management. Next, the findings relating to the attributes and their organizations will be shown in semantic groupings, representing the main aspects studied and known by science.

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Then, the results are compared with contemporary studies on human resources management, highlighting the most common uses of the equivalence terms. The section ends with a conceptual definition that updates existing definitions, which no longer account for current knowledge about human resources management.

### 3.1 Human Resource Management Equivalency Terms

The scientific literature survey allowed the identification of nine equivalence terms for the human resources management phenomenon. The process was the equivalence term with the highest number of references in this research, as shown by studies by Tanjung (2020), Jumady and Lilla (2021), Fajri et al. (2022), and Soelton et al. (2020). Processes should be understood as an organized sequence of activities or steps that are carried out to achieve a specific result. In varied contexts such as business, industry, and science, processes are used because they facilitate the performance of complex tasks in an efficient and controlled manner, as they involve the input of resources, such as information, materials, or human effort, which undergo transformations and interactions until that the desired result is achieved.

Another term found in the literature was the approach, as can be seen in the work of Costa et al. (2019), Puhovichova and Jankelova (2020), and Starchenko and Avilova (2021). The idea of approach is the way something is seen or treated. Therefore, it can refer to dealing with something or a problem, an analysis strategy, or approaching a specific subject. The same concept applies to human resources management as a reference to how the participation or performance of employees in the organization will be conducted or handled. The terms process and human resource management approach aim to improve the performance and well-being of employees in an organization. However, human resource management involves specific steps and activities such as recruitment, selection, training, development, performance evaluation, remuneration, and benefits, focusing more on the practical tasks and procedures necessary to manage the employees' life cycle. In contrast, the human resources approach refers to an organization's philosophy, values, and principles about its employees. Therefore, it is more abstract and oriented towards

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the organization's culture, being more strategic and holistic about the role of employees in achieving the organization's goals.

Strategy was another term of equivalence found for HR management, as shown in the studies by Akibari and Rasouli (2022) and Rahayu and Atmojo (2019), which consists of paths or deliberate action plans designed to achieve goals, which involves resource allocation and decision making. The strategy is essential to guide the path to be followed and maximize the chances of success in achieving the goals. Human resource management as a strategy views employees as fundamental assets and integrates HR practices with the organization's overall goals by aligning employees' efforts with the organization's vision and mission. An example is when the organization promotes and maintains a culture that supports the organizational values and mission by creating a positive work environment.

Another term found for human resources management was joint, as seen in the study by Peixoto et al. (2021). Set is defined as a group of elements or objects that are together or related in some way. Managing human resources is applying planning, organization, leadership, and control to the employees or workers in an organization's workforce.

System was another equivalence term found in the scientific literature (Hamidet al., 2022), understood as a set of interconnected elements or combined components that work together to achieve a goal or perform a specific function. This combination aims to optimize resources to be used only when necessary. Systems are found in various contexts, from ecology to administration; however, despite this variety of applications, systems present common elements such as interconnected components, goals, inputs, outputs, and feedback. Thus, the human resources system comprises several interconnected parts that work together to achieve goals related to employees and organizational performance, so recruitment, selection, training, evaluation, and compensation are considered interconnected elements and are part of the human resources system. HR.

Table 1. Human resource management equivalence terms

| References | Equivalence terms |
|---|---|
| Nur (2020); Jumady & Lilla (2021); Fajri et al (2022); Soelton et al (2020) | Process |

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| | |
|---|---|
| Costa et al. (2019); Puhovichova & Jankelova (2020); Starchenko & Avilova (2021) | Approach |
| Akbari & Rasouli (2022); Rahayu & Atmojo (2019) | Strategy |
| Peixoto et al. (2021) | Set |
| Hamid et al. (2022). | System |
| Tarmidi et al (2020). | Activity |
| Malokani et al. (2022) | Hiring |
| Hayati et al. (2022) | Progress |
| Padmaningrum & Setiawati (2020) | Art |

Source: prepared by the authors

Activity was the equivalence term found in the Tarmidi et al. (2020) study as a reference to any action, task, or operation a person or thing performs. In the human resources area, preparing a detailed job description for the position, including responsibilities, necessary qualifications, and other requirements, is a typical example of an activity carried out by the human resources area. It contributes to the success of the team and the organization.

The term hiring was found to mean employing an individual for a position in the organization (Malokani et al., 2022). Hiring brings a new employee to the company's team. It involves everything from identifying the need to fill a vacancy to selecting the most suitable candidate and formalizing the employment contract. Hiring is an essential and crucial aspect of organizational success, as choosing qualified employees who are compatible with the company's culture can significantly impact performance and the work environment. The hiring process involves creating and describing positions, advertising vacancies, screening resumes, conducting interviews, checking references, negotiating salaries and benefits, preparing contractual documents, and onboarding new employees in the company. The goal is to select candidates who meet the vacancy requirements and contribute to the organization's challenges.

The study by Hayati et al. (2022) presents progress as a term of human resource management equivalence linked not only to the care of people within the organization but also to the strategy for promoting the growth and success of a company, therefore, when managed effectively, it contributes for the achievement of goals, innovation and continuous advancement of the organization and society in general. Progress, growth, or advancement happens when talent develops, and

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the organization identifies and helps employees improve their skills and careers. This benefits individuals, strengthens the work team, and contributes to organizational success.

Art was another term of equivalence found (Padmaningrum & Setiawati, 2020), which consists of the manifestation of human creativity, appreciated in many different ways. Managers often face unique people and organizational dynamics in human resources management challenges. Therefore, they must be creative in finding solutions to workplace conflicts, team motivation, and talent development. Hence, creativity in problem-solving is a form of manifestation of the art of managing human resources and expressing oneself individually. Just as artists use their expression to create unique works, HR managers bring their unique perspectives and skills to shape organizational culture. Another aspect is related to understanding human emotion, as human resources managers deal daily with the complexity of emotions in the workplace. Therefore, they must understand and manage employees' emotions to create a productive and healthy environment.

### 3.2 Attributes of Human Resource Management

Management was the semantic grouping encompassing the attributes related to the stages of the management process. Management was cited in studies by Rahayu and Atmojo (2019), Puhovichova and Jankelova (2020), Starchenko and Avilova (2021), Soelton et al. (2020), Peixoto et al. (2021) and Hamid et al. (2022). This nature of employee management gains consistency and robustness when its steps are executed. The management steps involve planning, organizing, leading, and controlling and must be carried out in a successive and logically ordered manner. Planning is defining the goals you want to achieve and the strategies necessary to achieve them. Therefore, planning is a decisive attribute for management (Rahayu & Atmojo, 2019; Fajri et al., 2022; Soelton et al., 2020; Tarmidi et al., 2020). The organization is about identifying and allocating the resources necessary to achieve the intended goals. Therefore, the organization is also an attribute of management, as shown by the work of Fajri et al. (2022), Soelton et al. (2020), and Tarmidi et al. (2020). Leadership influences people in the organization to do what needs to be done to achieve goals. In this way, leadership

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constitutes a fundamental attribute for management (Rahayu & Atmojo, 2019; Fajri et al., 2022). Finally, control means a logical scheme through indicators to measure and compare results in order to make adjustments when necessary and, therefore, it is also considered an attribute found in scientific literature to characterize management (Fajri et al., 2022; Soelton et al., 2020; Rahayu & Atmojo, 2019).

Employees are another group of attributes that characterize human resource management. In the literature, the term employees was found to be the predominant one, as shown by studies by Hayati et al. (2022), Peixoto et al. (2021), Costa et al. (2019), Puhovichova and Jankelova (2020), Starchenko and Avilova (2021) and Malokani et al. (2022), regarding resources, as can be seen in the investigations by Malokani et al. (2022), Jumady and Lilla (2021), Hamid et al. (2022), Soelton et al (2020) and Tanjung (2020). Resources can refer to different types of assets available to the organization, such as financial, material, technological, and human resources. In contrast, employees work in an organization in exchange for a salary or remuneration and perform specific roles within the organization. An organizational structure achieves goals; therefore, employees are a specific type of resource called humans that the organization has or seeks so that its goals are achieved.

Development was another semantic grouping characteristic of human resource management. The understanding that must be had is that development represents a process of progress, growth, evolution, and improvement in different areas of life, such as economic, social, personal, and technological, as shown by studies by Tanjung (2020), Costa et al. (2019), Jumady and Lilla (2021) and Fajri et al. (2022). The progress, growth, and improvement of a project, city, or organization are closely related to the ability to do something in the best possible way with the optimized use of available resources or in an efficient manner, as shown by the results of the work of Soelton et al. (2020), Tarmidi et al. (2020) and Padmaningrum and Setiawati (2020). Efficiency is an essential concept in several contexts, including business, production, technology, and human resources, as it results from applying skills to use available resources economically and increase productivity. Skill is the ability acquired through knowledge, training, practice, and experience that allows a person to perform tasks or carry out activities. Skills can

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be technical and related to a professional field or interpersonal, such as communication, leadership, and problem-solving, as shown by studies by Padmaningrum and Setiawati (2020), Hayati et al. (2022) and Tarmidi et al. (2020). Skills play a fundamental role in personal and professional success in an organization, as they allow people to perform their roles better and adapt to different situations and challenges. Hiring refers to recruiting and selecting people to fill positions in an organization. Therefore, it involves several steps, from identifying the need for hiring to integrating the new employee into the team, which means that hiring is a fundamental part of the development of human resources and plays a crucial role in organizational growth and development with impacts on improving the quality of people's lives in an organization and society, as shown by studies by Costa et al. (2019), Tarmidi et al. (2020) and Jumady and Lilla (2021).

Table 2. Attributes of Human Resource Management

| References | Attributes | Semantic groups |
|---|---|---|
| Rahayu & Atmojo (2019); Puhovichova & Jankelova (2020); Starchenko & Avilova (2021); Soelton et al. (2020); Peixoto et al. (2021); Hamid et al. (2022) | Management | Management |
| Rahayu & Atmojo (2019); Fajri et al. (2022); Soelton et al. (2020); Tarmidi et al. (2020) | Planning | |
| Fajri et al. (2022); Soelton et al. (2020); Tarmidi et al. (2020) | Organization | |
| Rahayu & Atmojo (2019); Fajri et al. (2022) | Leadership | |
| Fajri et al. (2022); Soelton et al. (2020); Rahayu & Atmojo (2019) | Control | |
| Malokani et al. (2022); Jumady & Lilla (2021); Hamid et al. (2022); Soelton et al. (2020); Tanjung (2020) | Resources | Employees |
| Hayati et al. (2022); Peixoto et al. (2021); Costa et al. (2019); Puhovichova & Jankelova (2020); Starchenko & Avilova (2021); Malokani et al. (2022) | Employees | |
| Tanjung (2020); Costa et al. (2019); Jumady & Lilla (2021); Fajri et al. (2022) | Development | Development |
| Soelton et al. (2020); Tarmidi et al. (2020); Padmaningrum & Setiawati (2020) | Efficiency | |
| Padmaningrum & Setiawati (2020); Hayati et al. (2022); Tarmidi et al. (2020) | Skills | |
| Costa et al. (2019); Tarmidi et al. (2020); Jumady & Lilla (2021) | Hiring | |
| Costa et al. (2019); Puhovichova & Jankelova (2020); Starchenko & Avilova (2021); Akbari & Rasouli (2022) | Strategy | Strategy |
| Puhovichova & Jankelova (2020); Starchenko & Avilova (2021) | Logic | |
| Fajri et al. (2022); Soelton et al. (2020) | Objectives | Goals |
| Padmaningrum & Setiawati (2020); Akbari & Rasouli (2022); Jumady & Lilla (2021); Tarmidi et al. (2020); Puhovichova & Jankelova (2020); Tanjung (2020) | Goals | |

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| | | |
|---|---|---|
| Starchenko & Avilova (2021); Padmaningrum & Setiawati (2020) | Company | Organization |
| Jumady & Lilla (2021); Rahayu & Atmojo (2019); Soelton et al. (2020); Costa et al. (2019); Tanjung (2020); Puhovichova & Jankelova (2020) | Organization | |

Source: prepared by the authors

The next semantic grouping formed from the human resource management attributes was strategy. The term strategy was the most frequently found, as in the examples of Costa et al. (2019), Puhovichova and Jankelova (2020), Starchenko and Avilova (2021), and Akbari and Rasouli (2022). This attribute also encompasses logic (Puhovichova & Jankelova, 2020; Starchenko & Avilova, 2021). The understanding that exists in this grouping is that the strategic attribute refers to the creation or execution of forms, means, or paths to achieve objectives, which involves the careful choice of actions and resources to achieve what is desired. A well-designed strategy considers objectives, available resources, environment, and action plans. The logical attribute is related to reason and reasoning. Therefore, it involves the application of logical thinking principles to make coherent and well-founded decisions. Logical thinking plays an essential role in formulating and evaluating HR strategies, for example, using behavioral interviews to assess a candidate's skills about the organization, offering training and development programs to improve employee skills, developing succession plans to identify and prepare internal leaders, implementing regular performance review systems to provide feedback and guidance to employees, creating a positive and inclusive work environment to retain talent, offering benefits such as healthcare and wellness programs -being, establishing effective communication channels to keep employees informed and adopting flexible approaches such as remote working and alternative schedules when appropriate. The definition and choice of these strategies must be based on a logical approach based on the amount of resources available, the environment, and the needs of each organization.

Goal was another semantic grouping formed with the attributes of human resources management. The term goal was the most frequently found, as shown by the works of Padmaningrum and Setiawati (2020), Akbari and Rasouli (2022), Jumady and Lilla (2021), Tarmidi et al. (2020), Puhovichova and Jankelova (2020),

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Tanjung (2020), Costa et al. (2019) and Starchenko and Avilova (2021). This attribute also encompasses the term objective (Fajri et al., 2022; Soelton et al., 2020). The understanding that exists in this grouping is that the objective attribute is a declaration of a result that is desired to be achieved. Therefore, it helps to define the direction and purpose of something, for example, improving the quality of service provided to the organization's employees. In contrast, the goal is a specific and measurable statement of a desired result. The goal is more detailed and quantified and has a defined deadline, for example, increasing customer satisfaction by 10% by the end of the next quarter.

The last semantic grouping of human resource management attributes formed was organization. The term organization was found in studies by Jumady and Lilla (2021), Rahayu and Atmojo (2019), Soelton et al. (2020), Costa et al. (2019), Tanjung (2020) and Puhovichova and Jankelova (2020). The organization also encompasses the term company (Starchenko & Avilova, 2021; Padmaningrum & Setiawati, 2020). This grouping has as its logic the idea that organization refers to any grouping with at least two people and a common goal. It is a social entity structured with a purpose or mission, including commercial and non-economic organizations, government institutions, educational institutions, and other entities. It can also vary widely in size, structure, and nature. So, all companies are organizations, but not all are companies; since companies are subsets of organizations with a specific focus on economic activity and generating profit, organizations can have a wide range of goals beyond financial profit. However, both companies and organizations are the endpoint of the character of all human resource management.

### 3.3 Discussion of Results

The proposed conceptual definition is that human resource management is a strategic management process for the development of employees in order to achieve organizational goals. This means that HR management is not simply the performance of administrative, bureaucratic tasks, with isolated and disconnected actions, or a grouping of resources to carry out a job, but rather a logical and coherent set of steps carried out in a specific sequence to achieve a result. This

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result can only be achieved with the use of resources. As every organization exists to produce something that society wants, it is necessary not only that there are resources but that they are used well. Human resources are a type of resource or asset that organizations seek or dispose of to enable their functioning. Human resources are available in the environment, but they are not infinite. Therefore, these resources must be captured and managed so that the organization can produce the products and services society desires. Human resources management involves planning, organizing, leading, and controlling people-related activities; this includes recruitment, selection, training, development, guidance, mentoring, coaching, performance evaluation, compensation, and benefits. The more significant and better an organization's investment in training and improving its employees' knowledge, skills, and attitudes, the more strategic the use or management of its resources will be. When something is considered strategic, it means that choices are thought out with attention and care, and this occurs through the alignment of employees' personal growth with the organizational mission, which in turn promotes an environment of continuous learning and mutual growth; therefore, strategic employee development, which supports and enables organizational success.

Thus, the first part of the proposed conceptual definition is that human resource management is a process. The process must be understood as a set of activities or steps in a logical and coherent sequence to achieve a specific result. A set of activities performed in a sequence refers to an ordered series of elements, numbers, or actions organized according to a specific pattern or a determined order. Therefore, it describes something that follows one after the other in a logical, continuous, and predictable, such as a numerical sequence, which is a list of numbers that follows a pattern, such as the natural numbers 1, 2, 3, 4. In varied contexts such as business, industry, and science, processes are used because they facilitate the realization of complex tasks in an efficient and controlled manner since they involve the input of resources, such as information, materials, or human effort, which undergo transformations and interactions until the desired result is achieved. Therefore, Human resources processes are a set of activities organized and

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executed in a specific logical sequence to properly use people (resources) to achieve a result in the organization.

The second part of the definition proposal comes from attributes. Human resources management is characterized as a strategic management process through planning, organizing, leading, and controlling the development of employees to achieve the organization's goals. As all organizations are groups specialized in producing things that the environment desires, their human resources must be carefully planned, organized, led, and controlled so that at the end of the process they have the products that the organization committed to producing, as shown in the scientific studies (Silva et al., 2019; Maia, 2022; Pereira et al., 2021; Faustino et al., 2023; Duarte Neto, 2019; Farias et al., 2020; Weneck, 2020). Employee development will be complex if human resources are not carefully or strategically planned, organized, led, and controlled. Therefore, organizational goals may be compromised, and the organization will fail to provide products that the environment desires.

Planning refers to defining the intended goals and the strategies that will lead to them; organizing means identifying, obtaining, allocating, and evaluating the use of resources necessary to achieve the intended goals; leading is influencing people in the organization to do what needs to be done so that goals are achieved; finally, but not least, control, which means constantly measuring, comparing measurement results with a standard and, if the results are not as intended, making corrections (Andrian, 2023; Oliveira et al., 2019; Silva et al., 2019; Nunes, 2023; Bezerra et al., 2021; Nascimento et al., 2020; Cruz et al., 2022).

Employees can occupy various positions and perform different organizational functions, such as administrative or office workers, factory workers, managers, supervisors, medical specialists, lawyers, engineers, teachers, and store attendants. Therefore, planning, organizing, leading, and controlling the work of these people through recruitment and selection, training and development, performance evaluation, compensation, and benefits is part of human resources management in an organization. Therefore, this HR management is decisive for ensuring that an organization has the right team with the necessary skills and motivations to achieve its goals and meet the needs of its employees, as shown by

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studies in the scientific literature (Ritter & Claudino, 2020; Carneiro, 2020; Silveira et al., 2021; Paula et al., 2022; Catafesta, 2019; Silva, 2019)

Investigations into human resource management have focused on analyses at the micro (individual) level with studies on attitudes, behaviors, and performance of individuals and macro (organizational) with analyses of human resources practices and performance indicators of organizations, being the central focus of theoretical analyzes is the study of the interests of employees and those of the company, as behaviors between what the organization expects and what is offered by the employee can result in costs for organizations, which can be minimized with appropriate, logical and coherence of resources (employees) through training, development, rewards, among other aspects. On the other hand, studies show that not everything in human resources management results from a rational decision process based on organizational goals but pressures from interest groups such as human resources managers and other actors in their external environment (stakeholders). The proposed conceptual definition of this study advances as it brings better demarcation of its scope and delimitations of its borders, which favors a more current and in-depth understanding of the human resources management phenomenon, which in turn contributes to the improvement of organizational practices.

## 5. Conclusion

Human resources management is a strategic process for developing employees to achieve personal and organizational goals. This means that HR management is not simply the performance of administrative, bureaucratic tasks, with isolated and disconnected actions, or a grouping of resources to carry out a job, but rather a logical and coherent set of steps carried out in a specific sequence to achieve a result. This result can only be achieved with the use of resources. As every organization exists to produce something that society wants, it is necessary not only that there are resources but that they are used well. Human resources are a type of resource or asset that organizations seek or dispose of to enable their

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functioning. Human resources must be captured and managed so that the organization can produce the products and services society desires. HR management involves planning, organizing, leading, and controlling people to achieve organizational goals. The more significant and better an organization's investment in managing its human resources, the greater the chances of promoting an environment of continuous learning and mutual growth and, therefore, of strategic development of employees, which supports and enables organizational success.

Although studies on human resources management have been carried out for some time, the results obtained are rarely synthesized. There is a debate between different perspectives in the scientific literature on human resource management. Works like this help to understand these different perspectives, as a more precise demarcation of these different studies is made with a robust theoretical framework and high scientific rigor. The authors have not presented an exact definition of human resources management, which makes it difficult to compare, analyze, and carry out other investigations and propose more appropriate organizational practices. Human resource management practices can benefit from a more precise definition of HR, as it clarifies its meaning and delimits its scope. This study presents two recommendations: the first is to redo the data collection in other scientific databases such as Scopus, and the second is to research aspects of this study's equivalence terms and attributes, pointing out similarities and differences and comparing these findings.

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