

# Analysis of the visionary management of human resources: a systematic review in Latin America 2018 – 2021

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## Summary

The research work is the compilation of many scientific articles, on Analysis of the visionary management of human resources , the objective was: to know what the scientific evidence is about the management of human resources administration in a systematic review in Latin America 2018 -2021, for this, a review of the state of the art was carried out, the PRISMA guidelines of the various articles found in databases such as Scopus , Scielo, Latindex and Ebscohol were taken into account . The results of the scientific evidence on the administrative management of human resources are: scarce practical soft skills, limited use of technological tools and development of skills to resolve conflicts. It is concluded, to achieve a public value, it is necessary for companies to seek mechanisms that help overcome conflicts through the practice of soft skills, in addition, to achieve personal and institutional development, the use of technological tools is necessary and finally, It is essential to strengthen human relations through incentives to the personnel who work in the organizations.

**Keywords:** Management, administration, human resources, soft skills, conflicts

## Introduction

Today, talking about human resource management is essential in the business world; this aspect is an essential factor since it has managed to have an impact on every organization but it has also spread to other areas such as the social. In this sense, the server or employee of a company is no longer only perceived as a resource or human capital, but is now seen as talented and potential human talent for the benefit of competitive management. Every company aims to be potential and solid in the market, and to be prepared to meet the needs of consumers, the company must aim to be different from its competition by providing quality service and efficiency of the service

it offers, that is the presence of human talent.

The owners of the companies have understood the management of human resources management has a fundamental space in the achievement of their objectives, that is, day by day they worry about training and motivating their staff, making them feel important, worry about their continuity in the company and take advantage of their labor potential, as well as knowing their difficulties in order to train them.

In this world that changes and advances by leaps and bounds, the human being who provides his services in companies must evoke his knowledge, skills and

competencies with more demands. The demands and parameters have modulated the management of Human Resources, from job selection to selection by competencies, to the use of feedback and redistribution based on social benefits to emotional salary. Taking into account what has been described above, it is necessary to ask the following research question: what is the scientific evidence on the visionary management of human resources in a systematic review in Latin America between 2018 and 2021? As for the theoretical justification, it will contribute to the deepening of management theories, especially in human resource management, regarding the importance of the variables under study and that they are in accordance with the needs of users, with respect to the practical justification will benefit both entrepreneurs, managers and employees of both public and private companies. The objective is to know what the scientific evidence is about the visionary management of human resources in a systematic review in Latin America between 2018 and 2021, with In relation to the methodological justification, investigations were reviewed in the different databases, then a matrix was made for analysis to describe the results and conclusions of each investigation, for which the screening technique will be used. Within the critical review of the Human Resources Administration Management and the results of the first half of the 21st century, in relation to the direct and eminent function of the macro - organizational transformation as manifested by the Human Resources Department (DRH): "traced goals of the company", it is necessary to analyze the different disciplines that are related to Human Talent Management and Human Resources Management in Latin America.

Armijos et al. (2019), Ferreiro et al. (2018) determined that the Human Resources Department is fundamental as a pillar of

any organization, consolidating it in the competitive world of the market, taking into account the actions that they contemplate from the recruitment, selection and entertainment and personal development of its workers. That is, Human Talent Management is directly related to human resources, the latter is evoked to follow the steps such as selection, performance, evaluation and staff training. Canett et al. (2020) and Magalhães & Pereira (2018) argued that Human Resources practices are seen from the point of view that support the organization as one of the main most useful tools in order to promote the behavioral part of the employee.

Rodríguez-Sánchez (2020) argued that intra-entrepreneurial behavior is very relevant because it aims for employees to focus on behaviors aimed at achieving innovation without feeling fear or fear of being wrong and thus be more proactive when making decisions. in their job duties. The same author states that the importance of the evolution of the career development of Human Resources in the company allows development and satisfaction for both the organization and the people. When the career development is properly managed, the employee feels that recognition is more important than the monetary aspect. In the context of any company, Human Resources have the need for responsibility, autonomy and recognition.

Licandro et al. (2021) and Simancas et al. (2018) mention and identify the importance of the benefits of Corporate Volunteering for Human Resources Management and how their organization is, from the different categories such as: the development of employee skills, the strengthening of the company-employee bond and the creation of conditions for the improvement of performance, these are seen by the company where the guideline of the activities will depend on the Human

Resources policies where the employee works. In addition, Lycandro et al. (2021) argued that volunteering has great benefits for the organization because it strengthens the organizational culture.

Simancas et al. (2018) and Sánchez & Yáñez (2021) determined that the administration of human capital is a fundamental point of a company, taking into account the relationship between capital and productivity, therefore, the company must manage human capital to achieve productive development. Navia & Stefanu (2020) argued that the management of human capital in the health crisis caused by Covid 19 can increase the level of stress in both employees and managers. In the first case, the stress is due to the uncertainty of the future and the confusion about their role in the company; in the second case, stress is manifested by the difficulty in assuming control in the processes. In the specific case of confinement, many companies implemented teleworking without clear policies, training or new communication channels.

Oliveira & Honório (2020) , Pires & Nunes (2018) argued that the positive development of human resources gives results such as satisfactory and quality performance, these taking into account elements such as safety, remuneration, benefits, training and participation in decisions. Aspects that are of the utmost importance because they will be reflected in the human forces in the productive, managerial and strategic activities of an organization. However, Magalhães & Pereira (2018)(Zarazúa, 2019) state that the appropriate tasks must be assigned in order to guarantee the assignment of the most qualified human resources to obtain satisfactory results in the tasks. In addition, the constant changes generated in the external environment of organizations, such as economic, political and legal factors, but, above all, technological changes,

produce considerable changes within organizations.

Costa et al. (2019) and Muriel et al. (2018) mention that the function of human resources in this sense, the function of human resources must be collectively putting into practice the knowledge and behaviors of organizations and people, aligning through competency-based management. Licandro et al. (2021) and Torrijos (2019) argued that human resource policies must be aligned with the benefits and factors of corporate volunteering for human resource management: skills, abilities, commitment, identification, organizational climate, recruitment and contribution.

Anzola (2018) , Szlechter & Zangaro, (2020) and Teixeira et al. (2020) argued that human resource management constitutes elements related to the global social trend in which the employee or worker must demonstrate autonomy as transparency by evaluating the development of skills and performance, on the part of the organization must make a balance, that is, do the self-assessment to see results and make decisions.

Cost et al. (2018) argued that at the company level there is a lack of links between human resources, strategy and management indicators. These indicators allow the organization to take into account the performance of human talent in order to identify the strengths and weaknesses of employees. Likewise, the author states that the new forms of Human Resources management are based on recognition, autonomy, total quality and participation, but in reality they are applied to a small number of privileged workers.

In this sense, the research aims to know what is the scientific evidence on human resource management in a systematic review in Latin America between 2018 and 2021. In Latin American countries in recent years, human resource management has been changing rapidly

where production shows changes within theories and approaches that are aligned with the administration and company policy aiming at achieving good management and an adequate path to achieve optimal results related to all personnel, this in order to reach good achievements regarding resources human resources and management related to knowledge or management related to human talent, challenged that organizations must take into account focusing on achieving effectiveness and efficiency related to standards in a notorious competitive advantage (Bolan et al., 2021).

### Method

In this study, a systematic review was carried out on the scientific literature related to the analysis of the management of human resources administration in a systematic review in Latin America, in line with the National Curriculum Bases of the countries of the region to verify if These take into account competent professionals, experts in administration and being able to carry out tasks that include aspects of recruitment and selection, compensation, social benefits, hygiene and safety at work, organizational development, training and staff development as well as the labor relations that are of paramount importance in an organization. To carry out the analysis, the guidelines on conducting systematic reviews proposed in the PRISMA declaration (Urrútia & Bonfill, 2010) were taken into consideration. Prisma's statement, "has an iterative nature of the development process of a systematic review, in order to minimize the risk of bias in the review process" (Urrútia & Bonfill, 2010).

The initial search was carried out on June 6, 2021, combining the terms management\*, administration\*, management and administration\*, human resources\*, resource and human\* in the

*Scopus*, *Scielo*, *Latindex* and *Ebscohost databases*, using the Boolean AND operator. The information that was found had a great sample and contextual limitation, since in most cases they focused on administration studies, in a context of countries in the region, and, in addition, they were focused on competent professionals, experts in administration. The systematic search was carried out between the months of June 2021 and October 2021 in the Scopus, Scielo, Latindex and Ebscohost databases; Scientific articles published from January 2018 to July 2021 were detailed and included as a documentary typology, the date on which the scientific study began, human resource management and occupational health, science of action or reaction? (Anzala, 2018). The combinations of terms used were the following:

– management \* AND administration AND resource\* and human\* AND management AND human resource\* in the subject field for Scopus.

– management\* AND administration AND resource\* and human\* AND resource AND human\* in the subject field for Scielo.

– admin\* AND resource AND human\* and human resource\* AND admin AND resource\* in the subject field for the Latindex.

– management\* AND administration AND resource\* and administration AND administration AND human resource \* in the fields of title, abstract and keywords with research articles for the Ebscohost.

As a result, 82 articles were obtained: 27 in Scopus, 23 in Scielo, 15 in Latindex and 17 in Ebscohost. The papers were downloaded to a text file and subsequently analyzed in an Excel spreadsheet, including title, year, type of article, study context, journal, indexing, subject reviewed, citations reviewed,

abstract, bibliographical references, and link or DOI. Before starting with the reading of the abstracts and the selection of articles, the inclusion and exclusion criteria were defined. Articles in Spanish, English and Portuguese, published from 2018 to 2021, on empirical research focused on competent professionals, experts in administration, were incorporated into the review. Among the exclusion criteria, in addition to those derived from the inclusion criteria themselves, were corresponding to other types of documents such as conference proceedings, books, editorials and theses.

After reviewing what was stipulated in the PRISMA Declaration, the first screening was carried out where the abstracts of the selected articles were read, after eliminating the duplicates, 44 articles considered suitable were taken into account. Following the readings, the summary of each selected article was reviewed again, where 38 were eliminated; Then, an analysis of the content of each article was carried out, which eliminated 12, of which they were for not including empirical studies ( $n=4$ ), organizational samples ( $n=5$ ) and for presenting problems of access to the review of the articles. ( $n=3$ ). Finally, after performing the screening, 29 articles that met the eligibility criteria were selected.

In order to determine the selection or not of the articles, an analysis of each article was made in order to identify the scientific evidence on the management of human resources administration in a systematic review in Latin America. This task was carried out independently by two renowned researchers, acting as "blind" evaluators. When obtaining the results, it was found that both evaluators did not agree and presented disagreements, which was determined to a third participant, that is, a third evaluator to make the decision and determine whether or not the articles

were accepted. After the evaluators' decision, 20 articles were selected and considered in the systematic review.

**Table 1***Descriptive overview of the research analyzed*

<b>Authors and year</b>	<b>Results</b>	<b>Authors and year</b>	<b>Results</b>
<b>(Anzala, 2018)</b>	From the contemporary point of view, human management has been completely valuable for companies, these have allowed necessary and critical elements in relation to the control technologies of neoliberalism. From this perspective, the debate on human management is valid and how these have renewed and expanded the understanding of organizations, seeing effects on production, service and productivity, improving profitability and recognition.	<b>(Navia &amp; Stefanu, 2020 )</b>	Companies must put into practice soft skills to make communication between employers and employees flexible and assertive. Putting soft skills into practice will strengthen trust among those who make up the organization and the execution of productive activities in the organization. The bosses must have as a vision to achieve the strengthening of the skills of each member that makes up the company and thus try to preserve tranquility, this will allow the human personnel to maintain physical and emotional security.
<b>(Armijos et al., 2019)</b>	To achieve the proper functioning of an organization, it must have suitable human resources, these people must have a range of knowledge, experiences, motivations, skills, abilities and above all competencies that allow them to be contributors in the execution of productive activities in the different areas. The management of human resources over time has another approach, that is, it is not only in charge of hiring personnel but putting into practice business policies such as planning, organization, coordination, development and control of efficient and effective performance. of staff in the organization.	<b>(Oliveira &amp; Honorio, 2020)</b>	The affective commitment of the employees must guarantee the company in positive results of the productivity of the tasks, the greater agreement with the practice of human resources will be the affective and normative commitment compared to the commitment of continuation; allowing the practice of human resources related to training and development.
<b>(Bolan et al., 2021)</b>	It is essential to guarantee that the human resource is capable of providing good customer service, but many times this does not happen due to circumstances that arise, such as the non-existence of sufficient professional staff to put into practice the skills, abilities and competencies achieving the desired quality, it is necessary to carry out a mapping to address identified challenges and strengthen human resources in order to improve the organization.	<b>(Pires &amp; Nunes, 2018)</b>	The fundamental role of the organization on the management of human resources must be a favorable mechanism for the employees and that does not affect the productivity of the tasks. The behavior of organizational citizenship must show affective commitment and stimulate Human Talent by linking Human Resources, attitudes and behavior of employees.
<b>(Canet et al., 2020)</b>	The relationship between the perception of Human Resources practices in the organization, should focus on the existing tools in the organization with the aim	<b>(Rodriguez-Sanchez, 2020)</b>	Soft skills are of the utmost importance that allow assertive, proactive and flexible communication, in other words, the organization must be the point of attraction so that the



	of promoting the attitudes and behaviors of the employee, but for this to happen, the organization must pretend that the workers point out behaviors aligned with innovation, thus achieving proactive employees when making decisions and not being afraid of taking risks or making mistakes.		Human Resource feels valuable and does not feel the indifference of their employers, this will allow to achieve sustainability in the time.
<b>(Costa et al., 2019)</b>	Human resources should emphasize the feelings and point of view of people at work, likewise, teamwork should be encouraged in organizations. In this perspective, Human Resources must be aligned to the needs and compliance with the requirements of the organization in a responsible manner towards society and the country.	<b>(Sanchez &amp; Yanez, 2021)</b>	The great importance given to the management of organizations by their managers allows human resources to achieve the organizational strategic objectives. Thus achieving opportunities in the improvement of the organization, but above all, in the substantial achievement of improvements in the individual performance of each worker.
<b>(Cuesta et al., 2018)</b>	Every organization must develop the training of its Human Talent with the aim of overcoming the general or technological procedures to design a system for evaluating individual and strategic business performance, which includes the organization or dialectical unit. The company that presents a strategic planning of Human Resources Management and the control of its management will obtain positive results from its employees and they will feel the confidence that your company shows them.	<b>(Simancas et al., 2018)</b>	If the organization has limited material resources such as technological tools, companies will possibly present problems and will be forced to change their reading of the market scenario since they will find better equipped companies, not only in material resources, but also in the preparation of their administrative staff. and based on their preparation, the results will be others, the most important thing is to strengthen the labor force in order to transcend as organizational capital. It is of utmost importance to strengthen education, talents, skills, motivation and experiences that allow the productive transformation of the company.
<b>(Ferreiro et al., 2018)</b>	When a company is too large, it is possible that it presents positive aspects in training but not in Human Talent Management, this is because larger companies have greater resources such as greater organizational capacity, this allows them to implement plans of training for your employees. But it cannot be affirmed that the size of the company affects the management of Human Talent.	<b>(Szlechter &amp; Zangaro, 2020)</b>	The use of technology makes companies aware of the application of conditions such as training and motivation, allowing human resources practices to achieve trust and legitimacy, but it must be mentioned that the use of biodata as a technological element goes beyond knowing in the privacy of the employee in a way never seen before, this means that biodata is capable of revealing always existing aspects in order to analyze the behavior of each worker.
<b>(Licandro et al., 2021)</b>	In an organization, human resources are the priority of any organization, and for human resources to feel satisfied and motivated, the organization must take into account: the development of skills by employees, the strengthening of the bond between employees and company and the creation of conditions that improve the performance of employees.	<b>(Teixeira et al., 2020)</b>	The responsibility that organizations must assume is of the utmost importance, in order for activities to be carried out in the best way and to avoid conflicts, such conflicts can be caused by flexible schedules and family support, with professional encouragement and / or responsibility in care of the kids. If this happens in companies, they need greater corporate social responsibility as well as implement policies and programs to promote health at work and, above all, seek work-family enrichment strategies so that human resources feel confident.

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<b>(Magalhães &amp; Pereira, 2018)</b>	In the organization, the tasks assigned to human resources are of great relevance both for the organization and for the employees, the company must take into account mechanisms that allow the tasks to be carried out by personnel who have the skills to do so, this with the objective to guarantee the assignment of the most qualified human resources in carrying out the tasks, taking into account the need to reconcile the characteristics of said tasks, such as the human and social aspects of the people who can carry them out.	<b>(Torrijos, 2019 )</b>	provided by the organization.  Human Resources is put into practice in an organization when it gives the sense of representing, symbolizing and configuring ideas and values that are built through networks of relationships where exchange, communication and experiences occur that allow them to be oriented mainly to effectiveness and efficiency by developing logic in the discourse of Human Resources.
<b>(Muriel et al., 2018)</b>	Changes in the management of human resources in an organization should focus on the positive results of the workers in relation to the tasks. For the company to achieve these results, it must also care about the workers in relation to better current and future health, with more vigor and friendliness and less depression, tension, anger and confusion, which translates into greater optimism and greater productivity.	<b>(Zarazua, 2019 )</b>	Human resources management sees the need to put into practice the activity carried out, where personnel management from the perspective of the Human Resources Administration focuses on improving the performance of personnel, that is, effectiveness, efficiency and productivity. However, without neglecting Human Capital Management, whose function is to attract workers, taking into account that they have knowledge and skills as experiences to develop and guide them for the benefit of the organization.

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## Results and Discussion

According to what the authors proposed (Navia&Stefanu 2020), it deals with companies that must put into practice soft skills to ensure that communication between employers and employees is flexible and assertive, so that in this way they have a vision and achieve the strengthening of skills and each member must have as a vision to strengthen the skills of each member. In the same way (Rodríguez-Sánchez, 2020) agrees on soft skills that is of the utmost importance because it allows assertive, proactive and flexible communication in a company, as well as Torrijos, 2019) tries to put into practice the relationship networks where it gives the exchange, the communication and the experiences that allow to be oriented mainly to the effectiveness and the efficiency developing the logic in the speech of Human Resources.

With reference to technological tools (Simancas et al., 2018) he maintains that the organization has limited material resources such as technological tools, companies will possibly present problems and will be forced to change their reading of the market scenario since they will find better equipped companies. , this allows the company the productive transformation, as well as (Cuesta et al., 2018) it is that every organization must develop the training of its Human Talent with the aim of overcoming the general or technological procedures to design a system of evaluation of the individual and strategic business performance, which includes organicity or dialectical unity, in the same way (Lechter & Zangaro, 2020) The use of technology makes companies aware of the application of conditions such as training and motivation, allowing resource practices achieve trust and legitimacy, but it must be

mentioned that the use or biodata as a technological element goes beyond knowing in the privacy of the employee.

Regarding the organization (Licandro et al., 2021) about the organization in the human resource is the priority of any organization, and for the human resource to feel satisfied and motivated, the organization must take into account: the development of skills by part of the employees, the strengthening of the bond of the employees with the company and the creation of conditions that improve the performance of the employees, as well as (A rmijos et al., 2019) maintains to achieve the proper functioning of an organization, this must have suitable human resources, these people must have a range of knowledge, experiences, motivations, skills, abilities and above all competencies that allow them to be contributors in the execution of productive activities in different areas as well (Teixeira et al. , 2020)The responsibility that organizations must assume is of the utmost importance, in order for activities to be carried out in the best way and to avoid conflicts, such conflicts can be caused by flexible schedules and family support, with professional encouragement and / or responsibility in care of the kids.

## Conclusions

Regarding human resources, many authors agree that it is a favorable mechanism that helps to overcome conflicts, to achieve performance and also give a public value to the company, where work is done generating efficiency and effectiveness.

According to the livelihoods, many authors agree that technology is important for personal and institutional development due to the accelerated advances strengthening the capacities of its workers, through permanent training and thus achieve productivity in the organization.

In relation to the organization, many authors point out that organizations should be based on strengthening relationships with staff, and that they are stimulated while committing to provide a good service according to the vision of the administration of the company.

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