

IMPLEMENTATION OF HUMAN RESOURCE MANAGEMENT STRATEGIES: A REVIEW OF NATIONAL SCIENCE PRODUCTION AND NEW RESEARCH METHODS

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Abstract

Strategic Human Resource Management (SHRM) emerged in the mid-1980s as well is currently regarded as relevant research and a practical field in the field of business management (Kaufman, 2015). Its academic compatibility has received international attention due to strategic importance Human resource management (HRM) performance (Jackson, Schuler, & Jiang, 2014). It is possible to explain SHRM as a direct link between HRM processes and global strategies and horizontally as interactions between a numbers of employee processes (Wright & McMahan, 1992) HR strategy. Some policies can be implemented without explicit prior planning, and alternatives strategies that can never be successfully implemented (Truss & Gratton, 1994). As reported by Kaufman (2015), other key elements of success in a major organizational change - needed to successful adoption of key HR models - leadership commitment and careful planning as well managed implementation. In this case, it is necessary to manage the organizational changes in the right way and to act quickly against the cultural pressures perceived by all levels of the organization (Visitor, 1987). Those structures are associated with the SHRM concept proposed by Wright and Snell (1998), which the authors claim is a major role of HR in implementing organizational strategies. Lengnick Hall et al. (2009) present a research agenda that highlights the need to place greater emphasis on issues

related to strategic implementation human resource management, specifically regarding the vertical and horizontal alignment of HR systems

Keywords: Bibliometric; Implementation; Strategic human resource management;

Introduction

Strategic Human Resource Management (SHRM) emerged in the mid-1980s as well is currently regarded as an appropriate research and practice field for business management (Kaufman, 2015). Its academic relevance has received increasing emphasis around the world, by considering the importance of implementing human resource management strategies (HRM) (Jackson, Schuler, & Jiang, 2014).

It is possible to define SHRM as a direct link between HRM processes and organizational strategy and horizontally as alignment between a few processes of labor procedures (Wright & McMahan, 1992). It can also be understood as HRM is integrated with organizational strategies, which are in line with HRM policies associated with different HRM units and several hierarchical levels, to adopted and used by management and staff (Schuler, 1992). The integration of such concepts enables us to conclude that SHRM is approaching - at the Macro level - integration between several HR functions between them and organizational strategic objectives (Schuler, 1992; Wright & McMahan, 1992; Wright & Snell, 1991). Managing participant contributions and organizational strategic goals through emergency response plans and communications horizontally the performance of each sub-system of human resource management the purpose of this new operational flexibility (Hendry & Pettigrew, 1990; Jackson, Schuler & Rivero, 1989; Wright & McMahan, 1992; Wright & Snell, 1991). With this new way of working the workplace, the scientific field of SHRM has varied greatly from male studies to the most recent advances identified. In addition, we saw some very complex lessons by adding new ones organizational flexibility, which determines a better understanding of these searches court according to Lengnick-Hall, Lengnick-Hall, Andrade & Drake (2009). Authors identified seven key themes related to SHRM and defined key theme categories they were examined in their own studies, without specifying a time limit changes happen. Such information is summarized in Figure 1.

Among the themes, it may be emphasized “Achieving HR implementation once murder”because, according to the authors, even after decades of progress in the field, there is There is still much to be learned about the role of individual policy implementation and strategic processes resource management and your relationships with the functioning of the organization, considering that many studies have not yet been able to justify the importance of a personal unit achievement of strategic objectives. In this way, we emphasize the importance of understanding policy implementation process and human resource processes, such as features that enable the successful implementation of SHRM; if not, the HR field will do continue to be seen as a place of management - playing an active and supportive role.

In the case of Brazilian science, a certain theoretical review of the country – by standard method - indicate the context related to the implementation of the policies and strategic human resource management processes as a promising source of research Brazil (e.g. Armond, C ^ ortes, Santos, Demo, & Meneses, 2016). However, that was not possible find any previous bibliographic

research that emphasizes the implementation of SHRM.

In order to fill that void, the purpose of our research is to identify and present lessons developed in the field of implementation of HR strategic processes between 1997 and 2017.

In this way, we aim to describe the methodological patterns, demographic and content of national science production in mid-1997 - the year when the first emergence journal editing programs here take place - and in 2017, when the study is finally completed concludes. As such, another purpose of this review is to introduce institutional inclusion research on the Brazilian theme and network of relationships between research institutes. Finally, the results presented supported the proposal for a reflective research agenda new research approaches on the implementation of SHRM policies and procedures.

Strategic human resource management and implementation Interventions that occur in an organization may or may not appear in the specified HR site. Some policies can be implemented without explicit prior planning; and so on planned strategies can never be successfully implemented (Truss & Gratton, 1994). As reported by Kaufman (2015), other important aspects of success in a large organization the change - needed to successfully adopt key HR models – is commitment to leadership and planned implementation and careful management. For such, it is necessary to manage organizational changes effectively and to act quickly despite the cultural pressures perceived by all levels of organization (Visitor, 1987). Such The structures are associated with the SHRM concept proposed by Wright & Snell (1998), in which the authors claim is a major role of HR in implementing organizational strategies. Lengnick-Hallet al. (2009) present a research agenda that highlights the need to give more emphasis on issues related to strategic HRM implementation, especially about In the morning 1980s Describes ideas for emergencies and eligibility Identifying ways to achieve a balance between HR activities and desired strategies Results From focusing on treating people to creating strategic offerings Ensuring that employees have the ability and motivation to meet the targets organizational goals Analysis of HR system components and structure The identification of HR elements to be thoroughly tested and integrated into a unique one suspension of HR operations. In the morning 1990s extending the SHRM range Emphasis on HR strategic contributions to a competitive environment, which increases the organizational limit. Gain HR implementation and performance an evaluation of the effective implementation of SHRM models as they become more common complex. Evaluating SHRM results Determining the valid and appropriate steps for SHRM activities such as operation the stories become more prominent. Since 2000 Checking performance issues Great emphasis on the method, as the SHRM field matures, as well as the integration of thought structures.

In the early 1980s	Explaining contingency perspectives and fit Identification of ways to achieve a fit between HR activities and desired strategic outcomes
	Shifting from a focus from managing people to creating strategic contributions To ensure that employees have the ability and motivation to achieve the established organizational goals
	Elaborating HR system components and structure Identification of HR elements to be examined in detail and then blended into unique configurations of HR activities.
In the early 1990s	Expanding the scope of SHRM Emphasis on strategic contributions of HR in a determined competitive context, which expands the limit of the organization.
	Achieving HR implementation and execution Evaluation of the effective implementation of SHRM models as they become more complex.
	Measuring outcomes of SHRM Determination of valid and appropriate measures of SHRM activities as performance issues become more prominent.
Since 2000	Evaluating methodological issues Greater methodological emphasis, as the SHRM field matures, and consolidation of conceptual structures.

Source: Lengnick-Hall, M.L., Lengnick-Hall, C.A., Andrade, L.S., & Drake, B. (2009). Strategic management of employees: the emergence of a forum. *Human Source Management Review*, Vol. 19, 64-85 Figure 1. Seven themes on the other side time in SHRM books SHRM nationally Science production direct and horizontal alignment of HR systems.

The way organizations put it HR policies and the need to measure effective horizontal alignment for their adjustment strategies are also mentioned as relevant issues. As reported by Armond et al. (2016), very popular methods related to the integration of business strategy and HR policies from in a positive sense, from the standard models that define what HR policies can look like included in the development phase achieved, as well as the strategic direction adopted by organization. In this context, SHRM aims to analyze how labour relations are managed in terms of achievement of purpose because people and their interactions are important to to achieve organizational goals (Legge, 2006). The literature separates the SHRM research in three different theoretical perspectives as follows: universallist, contingency and configuration (Delery & Doty, 1996). At first glance, the development of organizational results is associated with the launch of a very good team HR strategic planning processes (Huselid, 1995; Huselid, Jackson, & Schuler, 1997).

By following this line of reasoning, some HR processes will always be considered better others, and all organizations should accept. To get away from the doctor's prescription proposed by a universallist view, theories support the emergency approach (Fombrun, Tichy & Devanna, 1984; Schuler & Jackson, 1987) say, that they effectively, HR policies should be aligned with other organizational aspects, such as different strategic positions. Finally, in the concept of configuration (Delery & Doty, 1996; Miles & Snow, 1984; Wright & McMahan, 1992) has a practical action pattern The higher the results the better its model can be the one that introduces the higher horizontal level alignment between sub-HR systems. Identifying and identifying each theory ideas are important for contributing to the development of theory framework for

SHRM (Delery & Doty, 1996).

Accordingly, Guest (1987) defends the existence of four main objectives pertaining to HRM – integration, employee commitment, flexibility and quality. Three of them are particularly relevant to the successful implementation of HRM according to the author. In order to achieve integration, it is necessary to establish coherence between HR and the strategic plans of the organization, the coherence of HR policies among themselves, besides the internalization of the importance of HR by managers, which would enable the implementation of strategic plans. In order to achieve commitment, it is necessary to pursue HR policies that emphasize compatible behavioural values in order to adjust the organizational culture.

The effective implementation of HR practices can, therefore, improve significantly the operational and financial performance of an organization. Improvements in productivity, reduction of turnovers, growth in sales and higher profits are associated with the use of HR practices, such as performance based remuneration (Huselid, 1995). Besides, the implementation of technical and strategic HR practices has already been empirically tested; the outcomes indicate that most companies are successful when implementing technical HR practices, such as security and clearing companies. However, in the companies in which practices considered strategic (e.g. employee empowerment, managerial involvement and development) were effectively implemented; the impact on the organizational outcomes was significantly higher (Huselid et al., 1997; Costa, Demo, & Paschoal, 2017).

It is also possible to identify a consonance between the previous models and the one by Appelbaum, Bailey, Berg & Kalleberg (2000), which establishes a relationship between the achievement of higher organizational results to the confluence of three interdependent factors – ability (A), motivation (M) and opportunity (O). The authors claim that the gathering of the three factors contribute to a better performance of collaborators and consequently better organizational results. Even in successful organizations, the implementation of HRM practices frequently presents dissonances between what is intended and what is effectively implemented (Truss, 2001). However, when there is an agreement among HR professionals on the identification of intended HR practices, there is a higher chance of coherence between what is planned and what is effectively implemented. The reduction of such gap stems from a harmonization of the HR area perceived by other collaborators, which results in clearer development processes and practices. Research on this topic is still rare and tends to focus on the responsibilities of line managers (Piening, Baluch, & Ridder, 2014).

Even in successful organizations, regular HRM processes are implemented reveals a discrepancy between the intended purpose and the effective use (Truss, 2001). However, when there is agreement between HR professionals about identification targeted HR processes, there is a high probability of interaction between the target and the target what is done successfully. The reduction of such a gap arises from the consensus of HR location seen by other participants, leading to clear development processes as well habits. Subject studies are still in short supply and often deal with a sense of commitment to line managers (Piening, Baluch, & Ridder, 2014).

Gratton & Truss' tri dimensional model presented the following conclusion features of finding an effective HR strategy: (1) the alignment between HRM and the definition of strategic goals; (2) alignment between individual HR policies and (3) implementation of HR implementation habits. In this context, the use of HR represents the process of process performed by personnel and organizational staff. There are also several social factors that influence the use of HR processes. Social model the context of HR programs suggests that organizational principles, beliefs, attitudes and politics consideration has a significant impact (Ferris et al., 1998). The role of effective management in implementing HR processes was a key part of the model developed by Sikora and Ferris (2014), which identified some influential factors associated with the ability and willingness of line managers to implement HR processes in an organization -community communication, organizational culture, organizational environment and politics consideration.

Method, procedure and techniques of research

Here we have adopted bibliometrics as a methodological method to present the method information to be tested, developed an analysis of research content in the business management in Brazil. Bibliometrics is very important in scientific analysis national production by introducing the development of a specific knowledge concept and identifying theoretical and practical spaces (Araujo & Alvarenga, 2011), and rating patterns exist in designated learning areas (Pritchard, 1969; Tague-Sutcliffe, 1992). Therefore, we have developed some mechanisms to differentiate the selection of journals and bible search graphs beyond the size of the analysis allowed classification of sample articles. Selection of national journals is limited those classified by CAPES system such as B2, B1 or A2 according to Qualis [2] (2016) a cycle of evaluation and relation to business management areas. High quality of these journals show the academic relevance they have in this particular field of research Brazil. Therefore, we want to test whether the issue of implementation is of national importance the state of science. Without a link between HRM and mental performance, we decided to reduce it searches in business management journals, on the other hand, due to the focus of implementation in the context of the organization, and, on the other hand, because the majority psychological studies tend to focus on the individual. Therefore, the 32 journals covering the research site were as follows: Brazil Management Review (BAR), Brazilian Business Review (BBR), Cadernos EBAPE.BR (FGV), Organization and Sociedade (online), Revista de Administraç ~ ao Contempor ^ anea (RAC), SHRM nationally science production 233 The Empressas' Administration (RAE), the Public Administration Administrator (RAP), Revista de Administraç ~ ao (RAUSP), Revista Brasileira de Gest ~ ao de Neg ocios, Revista de Administrator ~ ao e Contabilidade da Unisinos (BASE), Gest ~ ao & Produç ~ ao (UFSCAR), Revista de Administraç ~ ao e Inovaç ~ ao (RAI), Administrator de Administraç ~ ao Mackenzie (RAM), Revista de Administraç ~ ao da UFSM (REA), Revista Eletr ^ onica de Administraç ~ ao (FUNDA), Revista Eletr ^ onica de Ci ^ encia Administrativa (RECADM), Revista de Gest ~ ao (REGE), Revista de Ci ^ encias da Administraç ~ ao, Magazine Portuguesa e Brasileira de Gest ~ ao, Revista Economia & I-Gest ~ ao (E&G), Revista de Administraç ~ ao (FACES), Gest ~ ao & Planejamento, Gest ~ ao & Regionalidade, Organization of Laws and

Agroindustriais, Revista de Administraç ~ ao da Unimep, Revista Desenvolvimento em Quest ~ ao, Revista do Serviço Publico, Revista Eletr ^ onica de Estrat egia & Neg ocios, Revista Iberoamericanna de Estrat egia, Revista Orfunaç ~ oes em Contexto, Revista Pretexto and Teoria e Pr atica em Administraç ~ ao

We used search engines provided in journals, and confirmed its existence the following expressions - and their combinations - in the title, abstract or keywords: gest ~ ao estrat egica de pessoas, implementaç ~ ao, administraç ~ ao de recursos humanos estrat egica, applicaonaç ~ ao, gest ~ ao de pessoas, implementaç ~ ao, recursos humanos, implementaç ~ ao, human resource planning and implementation. Selected definitions are used due to the duplicates noted in the keywords of articles during the bibliographic search conducted when explaining theory the framework of this study. We did not use the time filter because there were no other updates which contain the implementation of SHRM policies and procedures as the main focus. In this way, we have conducted searches for all kinds of revised journals since their first publication Brazil. After receiving the first sample of 25 articles, we performed a direct analysis, where we carefully read the abbreviations, keywords and in some cases the entire article to eliminate articles that did not mention use as a focus of research. After this selection process, we found 19 articles that can be categorized The following categories of analysis: identification and demographics (journal, year, number, authors most publishing and organization), methodology (type of learning, number of organizations analyzed and economic sector), processes and strategies (analysis and data collection strategies) and the establishment of scientific production (the existence of research teams and networks between them) regarding the implementation of SHRM in Brazil. Finally, at the Lattes platform, we looked at the research groups that were involved with theme with the relevant search engine listing by keyword search "application of human resource management strategy" [3]. There was no research team is found under such expression. Due to the lack of focus groups only in practice, we have searched for the term "human resource management strategy" [4]. As a result, we found 14 study groups, related to a specific subject of our research supports the analysis of their scientific product. Next, we identified the institutional collaboration announced by the authors of the article updated. Therefore, we have used UCINET software to establish networks for use in explaining topics. Network identification was achieved to explore how the subject has attracted researchers and academics to an unprecedented extent to promote the building of learning relationships.

Results and discussion

At this meeting we will present the results related to the theme "Implementing Strategies Staff Management" based on signal analysis and identification of 19 articles representing the sample. About demographic statistics Updated here, in 32 researched journals, we found only 11 post results search, as shown in Table 1.

Considering that our research covers 20 years of scientific production and that of us analyzed the production of 32 journals, it is worth noting that the implementation of SHRM is still struggling to secure a place at a national tertiary institution. Such an outcome indicates a lack of courses focused on this particular area of Business Administration area, which is in line with the assurances of Lengnick-Hall et al. (2009) and Armond et al. (2016).

The data shown in Table 2 also underscores the number of 11 nationally available articles indicating that most of the books are printed by RAC, RAM, RAE and Revista de Ciências da Administração, which divides Qualis from A2 to B1.

Year of creation	Name	Institution
2002	Gestão de Pessoas e Gestão do Conhecimento nas Organizações	USP
2004	Gestão Estratégica de Pessoas	USP
2006	Núcleo de Pesquisa em Organizações, Pessoas, Trabalho e Ambiente	UNESC
2008	Gestão de pessoas	Uninove
2008	Grupo de Estudos e Pesquisa em Gestão de Negócios	UFMS
2008	Núcleo de Estudos em Recursos Humanos e Relações de Trabalho	PUC-MG
2009	Grupo de Pesquisas em Gestão de Pessoas e Clientes (GP2C)	UnB
2010	Grupo de Estudos e Pesquisas em Administração	UFSCAR
2013	Gestão da Aprendizagem e Estratégias Organizacionais	Universidade Santa Cecília
2013	Grupo de estudos sobre Vínculos Organizacionais	UFU
2013	Núcleo de Estudo em Gestão e Trabalho	UFV
2014	Estudos observacionais no Processo de Ensino-Aprendizagem e Pesquisa em Administração	UNIFESP
2015	Grupo de Pesquisa em Gestão de Pessoas e Comportamento Organizacional	PUC-PR
2016	Centro de Pesquisa e Desenvolvimento de Políticas Estratégicas de Gestão de Pessoas no Setor Público	UnB
2017	Projectum - Estudos Avançados para Metodologias em Gestão	UnB

Source(s): Adapted from the directory "Research Groups" available at the Plataforma Lattes website. Access Dec.2017

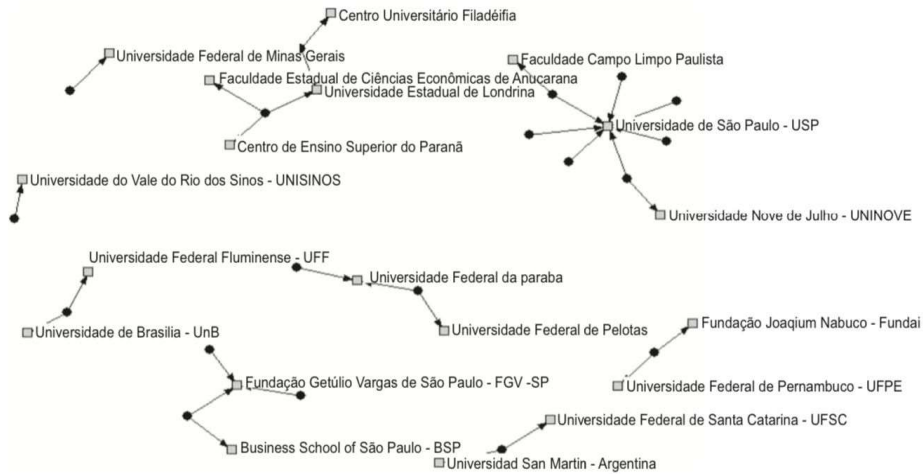
Therefore, there are 12 articles (64%) published in the aforementioned journals, representing most of the subjects affecting the total within the selected date range. Journals with little publication about the implementation of SHRM presented the same percentage articles (5%), corresponding to a single topic published in the selected date range.

It was also possible to determine the distribution of the production of the article by topic above years from the publication of each journal to that year collected in this study (2017). Production introduced a homogenous-like pattern, with the exception of 2005 and 2008, when no higher rates were observed, as well as years 1999, 2002, 2003, 2004 and 2009, when no title was found. However, it was possible to see at least one article published annually about the Brazilian theme, considering 20 years the scope used here.

The parallel analysis shows the number of institutions involved in books. According to Figure 2, the most active institution is the USP (Universidade de São Paulo), which was present in seven books (37%) on the subject, followed by the FGVSP, consisting of four subjects (21%) and UEL, and two (7%). It is worth highlighting, however, the local governance of SHRM implementation courses in the province of São Paulo.

Besides, according to Figure 2, one can see that the context was scientifically researched in several different institutions (Figure 3), although individual production is not available in bulk. About the institutional background of the authors, 19 academic institutions have contributed to the production of the analyzed sample here. In this case, 16 participate in the production of only one article in the implementation of SHRM in organizations, either individually or by establishing relationships with emerging authors from different institutions. It is possible to assume that the subject matter research is very focused in a few (three) institutions, while still under minor scrutiny.

In this way, to represent the national brand in the Brazilian body – in addition to the institutions involved in publishing - we have identified some Brazilians research teams focused on publications about a particular topic brought here. In order to meet such a goal, we have used the directory of research groups provided on the website of Platform Lattes [5] on "application of SHRM procedures and policies" [6]. I the only result was that related to “Strategic Personnel Management” [7], of which 15 were accredited. and accredited research teams all working in the field of business management. Ku this concept, we can also find more information about these groups, such as the year of the nature, name and origin of the institution.



Source(s): Elaborated by the authors through UCINET

According to our index, the first research team formed is focused on it the theme “Gest ~ ao de Pessoas e Gest ~ ao do Conhecimento nas Or rcanismos” and the second "Gest ~ ao Estrat egica de Pessoas"; both were created at the Universidad de S ~ ao Paulo (USP) in 2002 and 2004 respectively. In the years that followed, the development of research teams began strengthening, especially over the past five years, which shows a significant increase from 2013 onwards, which expands research on the subject due to the participation of other institutions. It is possible to establish a relationship between the pioneer spirit of Universidade de S ~ ao Paulo during the formation of the first two research groups on SHRM once its prominence as an institution most involved in publishing (Table 2), given that four of the seven articles published by the USP come from these two research groups, namely were created before other groups, so gather more information on the subject.

However, in order to understand the relationship between other universities as well production in Brazil, in addition to searches in Platform Lattes about research groups, we also considered the creation of a relationship based network research relationships and the definition of timely scientific studies bibliographic review. To achieve this goal, we have used UCINET software to create Figure 3, where we identify the relationships between each institution origin of authors and referenced articles.

With regard to the establishment of research, it is appropriate to highlight the increase in research teams in Brazil, strengthened over the past five years, inclusive increased research

opportunities regarding the use of SHRM. About the institutional origin of the articles, the network shows the connection between the USP and the existence of a few subdivided networks across the country, which can be a barrier to integration science field on SHRM implementation Figure 3, highlights the highlight of articles from USP, emphasizing the USP as the most publishing university. It is also possible to be cautious the presence of isolation of other sub-networks that are not connected between them.

Among the groups identified in the index, it is possible to note that not all articles analyzed in a sample from the study groups. In a research sample, there it was certain institutions - from which articles were published - that were unrelated to any research team. These results indicate that the establishment of the institution has not been achieved submission to research teams; there are other writers who are not active members any party.

The results show consensus about the gap identified by the authors; which is still a slightly explored theme with great research power. In this sense, institution building theme in Brazil shows a reasonable number of sub-networks, showing a spatial research field and theme expansion that is possible throughout the nation.

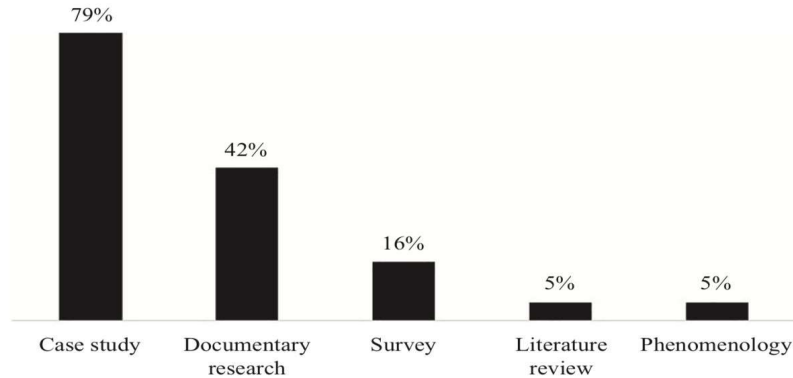
However, poor communication between institutions can indicate difficulties in changing the system themes, leading to goals in integrating SHRM as a research platform in Brazil. In analyzing the methodological features of the topics reviewed here, i the publication of theoretical and empirical studies am the highlight (17 articles; 90% sample). Some of the results are shown in Figure 4.

We identified the use of the study (15 articles; 79% of the sample); documentary research (8 articles; 42% of sample); survey (3 articles, 16% sample), one book review (5%) and one subject who accepted phenomenology (5% of the sample) as a study how to do it. Even if case study was the most widely used method, it is necessary see the triangle as a research method, a practice often used - but not yet limited - in quality studies with a combination of different operating methods different methods or methods of data collection or data analysis (Tran, 2015). For us analysis, it was possible to see the use of triangulation of quality methods in 10 articles (63% of the sample).

Therefore, although strategies vary in size, it is possible consider that, in many cases, they were used collectively. In our analysis, case study as well documentary research was the most widely used combination method (7 articles); documentary research has been used extensively in a consistent manner. The study was used as a a parallel approach to the two topics.

The literature examines lessons in the field of SHRM implementation as they are still in its infancy category (Lengnick-Hallet al., 2009; Jackson et al., 2014). Because of the nature of the object, the quality method is the most widely used method, as well as the repeated conviction courses are the most widely used method. According to Delery & Doty (1996), theory advances in the field of SHRM lead to the emergence of emergencies and configurations theory, in which the prediction of an event is linked to the conditions of each side. Therefore, the prominence of the sample study in our sample, therefore, may reflect only one how to do field research in a particular area. In addition, it is considered the event is quality, that is, it does not depend on imagination but on interpretation researcher, it is very useful to look at and understand certain

conditions that are already known or at least close to the learned truth (Denzin & Lincoln, 2005)



Source(s): Authors (2019)

In accordance with the methodological typification in Table 3, the articles analyzed are especially quality (14 articles; 74% of sample); the three topics are quantitative (16% of the sample) and only one presents quantity and quality methods (5% sample). Such findings highlight the need to deepen independent analysis of the subject there is still little that has been examined in the context of the world. In terms of the economic sector, most studies focused on the private sector - 12 private institutions (63% of the sample) were surveyed, and five (26%) close to the public sector; could not find the article not analyzing these two categories simultaneously or the third presenting certain aspects that require extra attention. As a result, there is a lack of comparison studies on the application of SHRM procedures in the three cases mentioned above.

The growing number of private investigations shows the trend to carry out studies in this field, it is assumed that SHRM started in secret organizations (Jackson et al., 2014), later only in the public domain (Brown, 2004). However, it is it is known that at present a large part of the difficulty leads to a lack of implementation of HR strategic processes are caused by contextual factors, which exceed HR capacity location (Ferris et al., 1998; Legge, 2006; Cortes & Meneses, 2017). Therefore, the production of studies in the public domain also contribute to the subject matter of exploration different conditions - and potentially perfect - in order to fill a significant gap about implementation.

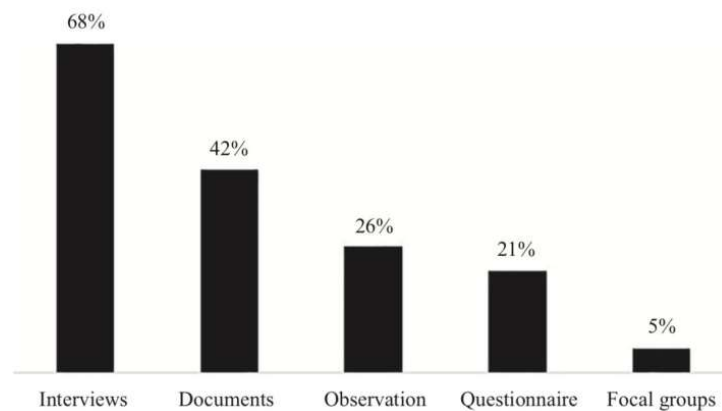
We have identified that the institutions that publish most articles on the subject - USP, FGVSP and Universidade Estadual de Londrina - focus on private sector research, and public sector studies were conducted at the Fundação Instituto Joaquim Nabuco (Fundaj), UFPE, UnB, UFF, UNISINOS and UFPB; we received a letter for one topic per institution and also identified a partnership between UnB and UFF in one area read. Among other things, the prominence of one sector or another of the economy can be caused by the location of educational institutions and the presence of ultimately partnerships with community or private organizations in the region.

With regard to the proliferation of case studies, it is important to mention that most of them articles showed a single case study (47%) despite the emergence of multiple studies, in which was analyzed by three or more organizations. It is important to note that the two subjects considered a theory, while one of the sample articles did not specify a number of organizations

analyzed in intensive research. In terms of processes, we have identified data collection and data analysis strategies related to theoretical and empirical studies. Interviews were the most widely used data collection method (used in 13 articles; 68% of the sample), followed by an analysis of eight documents topics (42%) and a case-control study of five topics (26%). Some strategies as well their percentages are shown in Figure 5.

Dimension	Categories	Quantity (%)
Type of study	Qualitative	74
	Quantitative	16
	Qualitative and quantitative	5
Economy sector	Private	63
	Public	26
	Public and private	–
Number of organizations	One	47
	Two	–
	Three	–
	More than three	37

Source(s): Authors (2019)

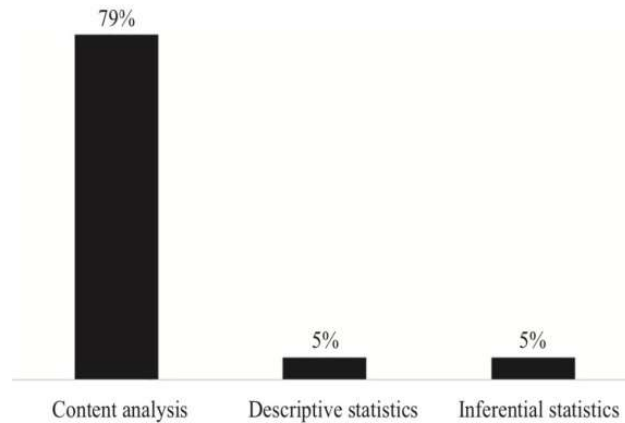


Source(s): Authors (2019)

In terms of data collection, the most widely used analysis was content analysis - of which 15 were available studies (79%) -, followed by descriptive statistical analysis on only one topic (5%) once Unusual statistical analysis, and only in one article (5%). It is appropriate to emphasize both studies used both descriptive and minimal statistical analysis. This is a percentage the most commonly used analysis is shown in Figure 6.

Of all studies that used the content analysis process, 13 (68%) received data through the implementation of negotiations with various organizations players, who have held various leadership positions and organizational units. And it was so it is possible to see that seven subjects (37%) cover different hierarchical levels, can be considered not only in the composition of shareholders but also in the level of technical expertise. Bangu five studies (26%) considered only the acquired information from higher levels of succession to positions, such as the position of party president or higher level management to provide historical perspective and strategies for the situation. For the organizational units identified here, two studies were collected (11%) information from the organization as a whole to analyze the concept of an organization that deals with the workplace environment or even their processes.

Otherwise such a view, three studies (16%) focused specifically on one specific HR unit; one of the focuses on QWL and the other focuses on implementation information management.



Source(s): Authors (2019)

Finally, we emphasize the importance of data collection through interviews process and subsequent content analysis, which confirms theoretical tendencies and applicable SHRM site studies on quality research, as outlined by Armond et al. (2016) and Meneses, Coelho, Ferreira, Paschoal & Silva (2014). About methodology, we highlight the use of case study and documentary research with most of the discussions and content analysis strategies such as data collection and sequential analysis methods. Besides, many studies can be overlooked quality and focus on the private sector, considering only one analysis organization or significant values (between 20 and 100).

With regard to the content of the 19 sample articles, it is important to emphasize that in the implementation of the theme was achieved in some way in each of them; thought is possible to consider the number of studies that tested the implementation strategic management strategies. Such rule is in line with studies by Armond et al. (2016). It is also noteworthy that the emergence of subjects whose main purpose was success private SHRM implementation and community organization, practical analysis acceptance of practices, occurring in all three of them. There were also other topics that chose to do so embrace the most important performance concept to assess a the possible presence of a distance between actions and speech in this process. There is also topics that explore the alignment between specific HR sub-programs and the organization strategy - especially performance management and working quality of life.

Additional themes were also covered by at least one topic, such as a role play leader in implementing SHRM (Pires Giavina Bianchi, Quishida, & Foroni, 2017), which is- a critical success factor presented by Kaufmann (2015) regarding HR strategic adoption models; the importance of looking at institutional features and their impact on SHRM implementation; HR strategic contribution to organizational outcomes (Santos, Carpinetti & Gonçalves, 1997), which is consistent with the Gratton & Truss research (2003) and technological implications for the implementation of SHRM, also emphasized by Lengnick Hall et al. (2009) as one of the most promising features of the SHRM field over in the years to come. The variety mentioned in the articles is an additional feature of the field ministry in Brazil there is still no consolidation

and continuous improvement, given that there is no evidence of studies without a particular theme, without managing skills. However, it is possible to say that the themes referred to in the articles are in line with SHRM international books.

Among the eight subjects their focus was on skill management, one of them proposes the model and evaluates its implementation in the private sector. Still emphasizing the positive aspects expressed from a management perspective, research we recognize the need to monitor difficulties and the results achieved, without the need to do so replicate such a model in different companies (Dutra, Hipolito, Monteiro, & Silva, 2000).

What conducting research that takes into account the opinion of HR managers, research Cardoso's (2006) achievements have embraced a new concept of information management while evaluating the effectiveness of based wage systems in skills and abilities, emphasizing the positive effects of the presence of strategies method, to promote individual performance and to promote the development of professional skills. The author highlights, however, the need for cultural exploration the characteristics of the companies before deciding on a pay plan to be adopted; such a statement is also found in international literature (Visitor, 1987; Ferris et al. 1998; Kaufman, 2015).

Also to coordinate professional management of other HR sub-programs, Benetti, Girardi, Dalmau, Melo, & Parrino (2007) examined the feasibility of data-based experiments. working for a private company working in the health sector to support thinking of career plans in an organization They concluded that it was possible to do so SHRM nationally Science production such performance tests, although the study did not monitor implementation process. As shown by Dutra et al. (2000) as a basis for conducting a good assessment of fitness management implementation, implementation implementation monitoring Time was a strategy adopted by Munck, Munck & Souza (2011) for experimentation results of the implementation process (10 years after implementation) of a A skills management system for a company that operates in the field of communications.

To this end, the required qualification process had to be established modeling problems, difficulty understanding concepts and obstacles management-related, which has led to a decrease in the reliability of directing other HR processes. Such findings are consistent with Truss (2001), who believes in having precision procedures enhanced is the basis for successful implementation.

In addition, according to authors, cultural and structural changes that support the model cannot be ignored; in the results confirm the important protected Guest (1987) and structural and cultural features. related to implementation. In a separate study (Appel & Bitencourt, 2008), emphasis was placed on complexity. related to Brazilian law - in particular, regarding labor law and the need for the institutionalization of Brazilian skills management models takes place with the support of a more general context. One of the first authors of SHRM (Legge, 2006) defends the same vision and gives the necessary importance in the working relationship to be fulfilled organizational goals. Where the focus is on small companies, as in a study by Cassandre, Endrici & Vercesi (2008), new implementation challenges are emerging, e.g. pieces of structure that jeopardize the implementation unit and the absence strategic alignment. Therefore, in the

analyzed case, implementation only occurs slow and focused on temporary commitments, which are different from the set goals published by SHRM experts (Schuler, 1992; Wright & McMahan, 1992; Wright & Snell, 1991).

When conducting analysis based on research issues conducted in the public sector, Silva, Mello & Torres (2013) have identified a number of individual barriers and potential institutions to loosen the implementation of competency management. According to the authors, psychological factors, such as opinions, reactions, values and beliefs of managers as well participants severely disrupted implementation; in the role of organization, culture and the organisation's position presents a negative disruption, in addition to external ones factors related to the economic situation. Considering the basis that in the development of individual skills contributes to the emergence of a group or institutional skills, Lima & Silva (2015) conducted research at Universidad Federal de Campina Grande when the authors concluded that the absence of a group unit limits the development of collective skills due to the diversity of activities and lack of integration between coordinators.

The results of the study show the dominance of the establishment of barriers use and difficulty to be overcome. Successful cases are referred to models that have not been tested yet and still rely on systematic testing performed time. Such a panorama seems to have contributed to the achievement of studies, such as this one of Lacombe & Tonelli (2001), which has divided more than 100 Brazilian companies in terms of workplace positions as follows: those most closely related to operating system; those most closely related to strategic alliances and those that introduce a more competitive approach. However, the ambiguity found in divisive minds one to another and the difficulty of exploring in detail each of the processes related - due to the quality of the research - interrupted the evaluation of the reliability of the research answers received; which means that rituals are simply instructions made by the elders Management, which differs from the accepted norms? Such difficulties also mentioned by Lengnick-Hallet al. (2009), who raise the need to achieve quality studies to better, evaluate SHRM implementation. Such a distance in between speech and performance are often reduced when the HR unit operates strategically.

According to Neves de Moura & Souza (2016), the skills of HR professionals and culture organizational values also play an important role in the Brazilian public sector, viz affects the processes and outcomes achieved successfully, regardless of which expression is received.

Conclusion

In conclusion, we recall the gaps identified by Lengnick-Hall et al. (2009), our study analyze research on the implementation of the SHRM policies and procedures in organizations. The results are consistent with international studies and highlight reality that it is still a relatively small subject, with great research potential. In this sense, about regional dominance of S ~ ao Paulo, the establishment of the theme in Brazil indicates the regional division of the study, which is likely to be widespread country as long as the communication between institutions is still strengthened. If not, it is possible there has been some difficulty in changing the themes, which will hinder the integration of SHRM as research camp in Brazil.

Such a trend can be seen in the analysis of the content of the analyzed articles here because

although there is plenty of implementation of knowledge managers, most of whom monitor the implementation of SHRM separately methods, for companies of different sizes and operating in different sectors of the economy. However, it is fair to say that in the analyzed articles, the most common finding is that it works SHRM implementation and HR strategic processes, such as information management, still deserves the attention of the institution of higher learning with high quality achievement lessons that show not only distractions but also programs that need to be embraced the organization has approved the implementation process.

In this way, the main contribution of this article is the initial accomplishment bibliometric review of the implementation of SHRM in Brazil, which shows science in the community that the theme still presents a gap that needs to be addressed in national studies and demonstrated labor professionals and a dynamic human society the management of organizational outcomes - despite much in the institution of higher learning - had not yet arrived it was seen in action. With regard to research limitations, we confirm that there are still textbooks that have a theme in Brazil, considering that we have decided to investigate only journals with the highest value Cape Town survey; our sample did not include articles published in the events, to put it next to books, dissertations, theses and annals, which we regard as unfinished studies.

However, we wish to maximize the development of a related research platform the implementation of strategic human resource management in Brazil, to promote the debate on a theme in higher education and a contribution to the development of accomplished research in the world, to raise awareness about this topic. With the results shown here, it would be possible to demonstrate new research opportunities, challenges, and approaches to support the adoption of an agenda that could ensure the effective implementation of SHRM in Brazilian organizations.

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