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ADMINISTRATIVE INFORMATION

Support - Not applicable.

Review Stage at time of this submission - Data analysis.

Conflicts of interest - None declared.

INPLASY registration number: INPLASY2025110015

Amendments - This protocol was registered with the International Platform of Registered Systematic Review and Meta-Analysis Protocols (INPLASY) on 6 November 2025 and was last updated on 6 November 2025.

INTRODUCTION

Review question / Objective Research Question 1 – How do Human Resources Management (HRM) and People management (PM) analyze distinct perspectives of workers in an Organizational context?

2 – Will It be possible to integrate HRM and PM, in a combined approach in analytical and functional terms, at the Organizational core?

Objective
The objective of this review is to systematize research that allows differentiating the areas of HRM and PM, specifically regarding the approaches focused on the worker in the Organizational context, to present proposals for the integration of both areas.

Rationale The distinction between HRM and PM is of great importance, in order to understand the distinct contributions within the Organizational scope from the point of view of the focus on

workers, processes, the functional and strategic sphere of each of the referred approaches.

While HRM reflects a more traditional and formal aspect, which is based on policies and practices resting on a more technical and operational nature, aiming to make workers' performance efficient to meet organizational goals, PM addresses boarder themes concerning the worker, but also more intrinsic ones such as motivation or well-being, focusing on people in a more personalized way and taking their individual purpose into account.

Companies are living systems and in constant change, a fact that causes changes in the intra-organizational context, namely regarding the best practices, policies and procedures to adopt.

This Systematic Literature Review (SLR) aims to deepen each of the concepts, namely, to systematize the research surrounding HRM and PM, establishing comparative points and, through these findings, discussing trends and challenges

based on an integrative proposal between HRM and PM.

Condition being studied The terms HRM and PM have often been confused in organizational contexts and are frequently analyzed as synonyms. The present study aims to clarify the distinction between these concepts within organizational strategy, thereby differentiating the focus of each area in order to understand the possible correlation between them.

METHODS

Search strategy Electronic databases – Web of Science (WoS) e SCOPUS.

SCOPUS: TITLE-ABS-KEY (("Human Resources Management; HRM; People Management; Concepts"). SCOPUS: LIMIT-TO (LIMIT-TO (DOCTYPE,"ar") OR LIMIT-TO (DOCTYPE,"re")) AND (LIMIT-TO (LANGUAGE,"English").

WEB OF SCIENCE: ("Human Resources Management; HRM; People Management; Concepts") (All Fields).

Participant or population Professionals of different fields.

Intervention Not applicable.

Comparator Not applicable.

Study designs to be included Qualitative.

Eligibility criteria

Inclusion Criteria:

- Primary studies relevant to the topic under investigation;
- Studies with direct and/or indirect identification of the public and/or private sectors.
- Studies written in English.

Exclusion Criteria:

- Letters, meetings abstracts, theses, media reports, content feeds.
- Articles that do not focus on HRM or PM.

Information sources 1- Removal of Duplicated Literature

2- Screening Steps:

The selection process will follow three sequential steps:

- (1) Title Screening:

Article titles will be assessed based on exclusion criteria, ensuring irrelevant studies are discarded at this initial stage.

- (2) Abstract Screening:

Abstracts of selected articles will be analyzed to verify their relevance against the inclusion and exclusion criteria.

- (3) Full-Text Screening:

Full texts of articles that pass the abstract screening will be evaluated against the established eligibility criteria. Only studies meeting all criteria will be included in the review.

3- Reviewer Agreement:

The screening process will be conducted by two independent reviewers. Screening will commence only after achieving at least 75% agreement between reviewers in a pilot test applied to a sample of articles to ensure consistency in applying the criteria. In case of discrepancies, a third reviewer will be consulted to resolve conflicts.

4- Reporting Research Results:

The results of the selection process will be presented in the PRISMA-ScR (PRISMA Extended Scoping Review) flow diagram. This flowchart will detail the screening stages, from the initial number of identified studies to the final articles included in the review, with justification provided for exclusions at each stage.

5-Data Recording and Exportation:

All information regarding selected articles, rejected articles, and reasons for exclusion will be recorded in an Excel file. This record will be used for future analysis and as documentation for auditing the review process.

Main outcome(s) This study aims to compare Human Resource Management (HRM) and People Management (PM) from different perspectives, analyse case studies and practical examples of organisations that adopt these approaches separately or in combination, discuss trends and challenges involving both areas, and present proposals for integration between HRM and PM.

Quality assessment / Risk of bias analysis Who reviewers will independently assess the risk of bias using for the analysis of: qualitative articles the guidelines defined by Letts et al. (2007); for quantitative articles the paper by Law et al. (1998) will be used and AMSTAR-2 (Shea et al., 2017) grid for systematic review articles.

Strategy of data synthesis 1- Thematic Analysis and Data Coding

2- Synthesis of Findings by Category

- Effective Strategies and Interventions: Synthesize organizational interventions

3- Validation and Final Reporting

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- A critical analysis of the identified gaps in the literature will be conducted, highlighting areas for future research and emphasizing the practical implications of the findings for organizations.

Subgroup analysis The findings of the systematic review will be organized and presented through tables and figures, complemented by a descriptive analysis to synthesize and interpret the data effectively.

Sensitivity analysis The PRISMA-ScR (2020) framework will be utilized to guide and document the selection and reporting process for the systematic review. This approach ensures transparency, replicability, and a comprehensive account of how evidence was identified, screened, and included.

Language restriction English.

Country(ies) involved Portugal.

Keywords “Human Resources Management; HRM; People Management; Concepts”.

Contributions of each author

Author 1 - Ana V. B. Dias - co-first author of the protocol who drafted the protocol and led and provided feedback for the screenings and development of the research question, research strategy, eligibility criteria, risk of bias assessment strategy, and data extraction and analysis, will draft the manuscript.

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Author 2 - Isabel C. P. Marques - co-first author of the protocol who drafted the protocol and provided feedback for screening and developing the research question, search strategy, eligibility criteria, data extraction and presentation plans, will draft the manuscript.

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