

# Bibliometric Analysis of Trends and Themes in Human Resource Management Research: A Focus on Indonesian Scholarly Contributions

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## ABSTRACT

This bibliometric analysis explores trends and themes in Human Resource Management (HRM) research, focusing specifically on contributions from Indonesian scholars. Through systematic data collection and analysis utilizing electronic databases and specialized software, prevalent topics, research methodologies, and publication trends within Indonesian HRM research were identified. The analysis revealed key clusters of research, including electronic human resource management practices, green HRM, strategic management, and innovation. Additionally, less densely covered research areas were highlighted, indicating potential avenues for further exploration. The findings offer valuable insights for academia, industry, and policymakers, facilitating informed decision-making and promoting the advancement of HRM practices in Indonesia.

## Keywords:

Human Resource Management; HRM Research; Indonesian Scholars; Bibliometric Analysis

## INTRODUCTION

Human Resource Management (HRM) is a critical facet of organizational functioning, encompassing the strategic deployment of personnel to achieve organizational objectives (Yusuf et al., 2023). Over the years, the field of HRM has evolved significantly, driven by advancements in technology, changes in organizational structures, and shifts in societal expectations (Hermawan et al., 2023). As a result, scholars worldwide have engaged in extensive research to understand the dynamics of HRM, its challenges, and its implications for organizational performance (Supangco & Los Baños, 2018). However, while the global discourse on HRM is well-documented, there exists a need for a focused examination of the trends and themes within HRM research, particularly concerning the contributions emerging from the Indonesian scholarly community (Deti & Mandasari, 2021; Dwikardana & Teressia, 2022).

Indonesia, as a rapidly developing economy with a diverse cultural landscape, presents a unique context for HRM research (Hariry et al., 2023). With its burgeoning industries and growing emphasis on human capital development, Indonesian scholars have increasingly delved into various aspects of HRM to address the challenges and opportunities facing organizations in the region (Firmantara et al., 2023). Understanding the trends and themes prevalent in Indonesian HRM research can offer valuable insights into the country's socio-economic landscape, the priorities of its organizations, and the directions of academic inquiry within the field (Firdaus et al., 2022; Firmantara et al., 2023).

Despite the growing body of HRM literature, there remains a gap in the systematic analysis of Indonesian scholarly contributions to the field (Syafri et al., 2023). A comprehensive bibliometric analysis can provide a structured approach to identify the most prominent topics, research methodologies, and publication trends within Indonesian HRM research (Khan & Muktar, 2020; Mukhtar et al., 2023). By shedding light on these aspects, such an analysis can facilitate a deeper

understanding of the evolving discourse on HRM within the Indonesian context, thereby guiding future research endeavors and contributing to the advancement of both academic knowledge and practical HRM applications (Das, 2023; Kainzbauer et al., 2021).

The lack of a systematic examination of trends and themes in Indonesian HRM research poses a significant gap in the understanding of the field's development within this specific context. Despite the growing importance of HRM in the Indonesian business landscape, there exists no comprehensive overview of the topics, methodologies, and publication patterns characterizing Indonesian scholarly contributions to HRM. This research aims to address this gap by conducting a thorough bibliometric analysis of HRM literature originating from Indonesia.

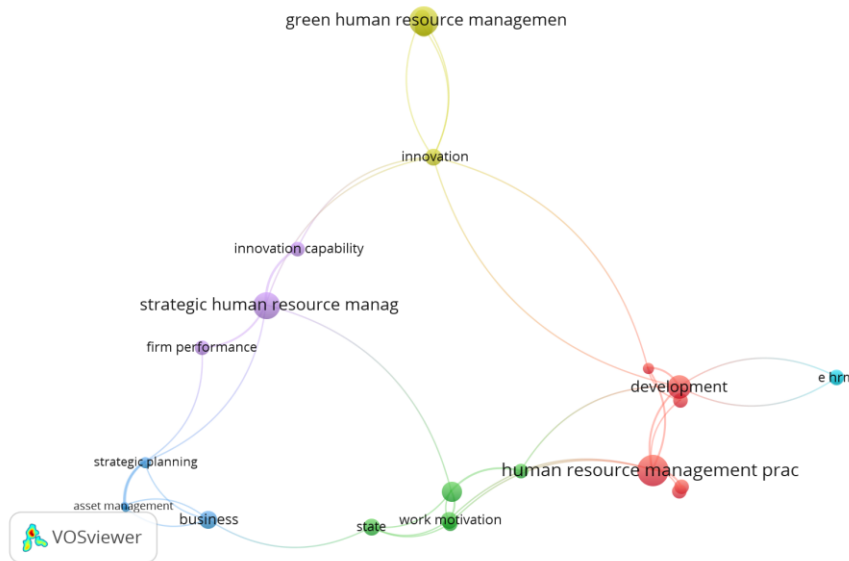
The significance of this research lies in its potential to advance scholarly understanding of HRM within the Indonesian context and contribute to the broader discourse on HRM globally. By systematically analyzing trends and themes in Indonesian HRM research, this study can provide valuable insights for academics, practitioners, and policymakers, helping them make informed decisions regarding research directions, organizational practices, and policy formulation. Furthermore, the findings of this research can serve as a foundation for fostering collaboration and knowledge exchange within the Indonesian HRM scholarly community, ultimately enhancing the quality and relevance of HRM research and practice in the region.

## **METHOD**

The methodological approach for this study involved a comprehensive data collection process to identify relevant scholarly articles in the field of Human Resource Management (HRM) research, with a specific emphasis on contributions from Indonesian scholars. Employing electronic databases such as PubMed, Scopus, Web of Science, and Google Scholar, a structured search strategy was devised utilizing keywords such as "human resource management," "HRM," "Indonesia," "scholarly contributions," and their variations, in conjunction with Boolean operators. Inclusion criteria encompassed peer-reviewed articles published within a specified timeframe (2000 to 2023) and authored by individuals affiliated with Indonesian institutions, while non-English articles were translated for analysis. Following initial screening of titles and abstracts by two independent reviewers based on pre-defined criteria, full-text articles meeting the inclusion criteria were retrieved and evaluated. Bibliometric analysis was conducted using specialized software such as VOSviewer to extract bibliographic data, including publication year, authors, affiliations, keywords, citations, and co-citations. Through the application of various bibliometric indicators, including citation frequency, co-authorship networks, keyword co-occurrence, and citation burst analysis, prevalent trends and emerging themes in Indonesian HRM research were identified. Descriptive and inferential statistical techniques were employed to summarize and analyze the data. The robustness of the findings was ensured through peer review by experts in HRM research and bibliometrics, while sensitivity analysis was conducted to assess the impact of different parameters and thresholds.

## RESULTS AND DISCUSSION

### 1. Network Visualization

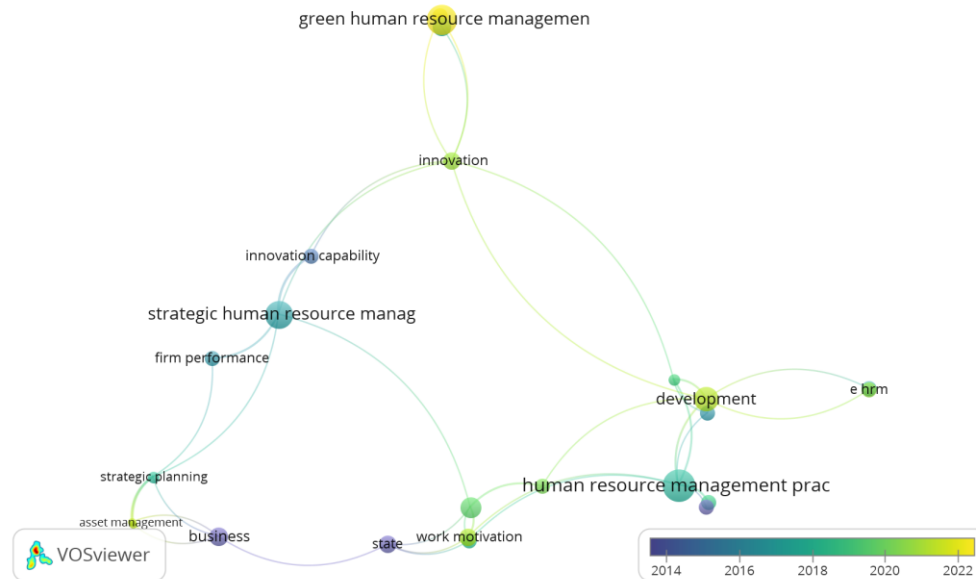


**Figure 1. Network Visualization**  
 Source: Data Analysis Result

The map above shows various terms that are interconnected, representing the relationships between key terms in a set of scientific papers or literature on a particular topic. The terms are clustered in colors which represent different thematic groups or topics that have been identified as related. In this map, we can see clusters typically indicated by the color of the nodes and the proximity of the terms to one another.

- Red Cluster:** This seems to be centered around 'development' and 'human resource management prac' with a term 'e hrm' closely linked. These terms likely relate to electronic human resource management practices and their development.
- Green Cluster:** This includes 'green human resource managemen', 'work motivation', and 'state', suggesting a focus on environmentally-friendly HR practices and how they might influence or be influenced by employee motivation and state-level regulations or initiatives.
- Blue Cluster:** Here we see terms like 'business', 'asset management', 'strategic planning', and 'firm performance' which likely concern the broader strategic management practices that impact firm performance, including aspects of financial and asset management.
- Purple Cluster:** With 'strategic human resource manag' and 'innovation capability' connected strongly, this cluster seems to be related to strategic HR management and its impact on a firm's innovation capabilities.

## 2. Overlay Visualization



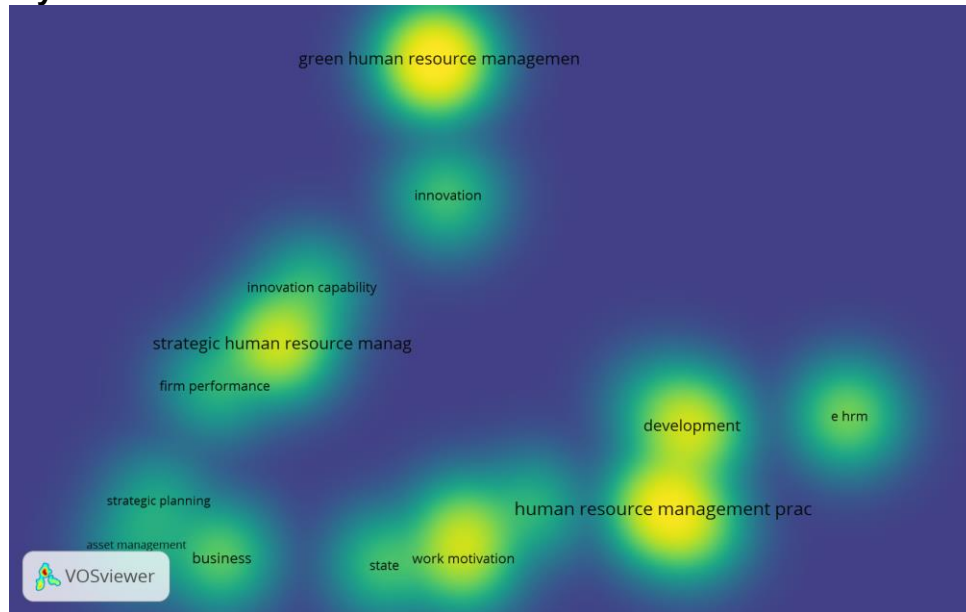
**Figure 2. Overlay Visualization**  
 Source: Data Analysis Result

The image above is a bibliometric visualization of research trends over time, as indicated by the color gradient timeline in the lower right corner, which ranges from 2014 to 2022. The size of the nodes (the circles representing the various terms) and the thickness of the lines connecting them often indicate the volume of research and the strength of the relationships between the terms, respectively. The color of each node corresponds to the average publication year of the papers associated with that term, following the color gradient from blue to yellow. Blue indicates earlier years, and yellow indicates more recent years.

- Blue to Green Nodes (2014 to earlier years in the timeline):** These are likely to represent topics that were more prevalent in the research during the earlier years of the timeline. For instance, 'asset management', 'business', and 'strategic planning' have a bluer tint, suggesting these were key research areas around 2014 or slightly after.
- Green Nodes (Middle of the timeline):** These may represent terms that have been of consistent interest throughout the years. 'human resource management prac' and 'work motivation' are in this category, likely indicating ongoing research interest.
- Yellow Nodes (2022 and the latest years in the timeline):** These represent the most recent trends in research. 'green human resource management' and 'innovation' are the terms that have the most yellowish color, indicating that they are current or emerging trends in the research landscape.

Based on this visualization, it seems that there has been a shift in the research focus from foundational business and strategic topics to more specific and contemporary issues like green human resource management and innovation in recent years. This could reflect a growing interest in sustainability and innovation in the field of human resource management.

### 3. Density Visualization



**Figure 3.** Density Visualization  
 Source: Data Analysis Result

This image is a density visualization. It shows the density of the research topics represented by the terms on the map, where the brightness of the color indicates the concentration of research activity. Bright areas show higher density, meaning more publications or citations, and darker areas indicate less research activity. Looking at the less bright areas, we can identify potential research topics that are less densely covered or possibly emerging fields that have not yet gained a significant amount of research attention. Based on this map, the following areas might represent such potential research topics:

- Around 'strategic human resource manag': While not completely dark, this area is less bright than others, suggesting that while there is some established research, there may still be room for further exploration and contribution.
- Around 'asset management' and 'business': The area is darker than the central cluster, indicating less research density and potentially more opportunity for new research.
- The periphery of 'innovation capability' and 'firm performance': There seems to be a gradient of brightness that gets darker as it moves away from the center, indicating that while innovation and performance are well-researched, there may be specific subtopics within these areas that are less explored.
- Between 'state' and 'work motivation': This somewhat darker region could suggest an intersection that is not as heavily researched and may benefit from further exploration.
- The dark area extending from 'development' to 'e hrm': This suggests a potential research path between development and electronic human resource management that has not been as densely explored.

### 4. Practical Implication

The practical implications drawn from the bibliometric analysis results are manifold. Firstly, the identification of key clusters and trends in Indonesian HRM



research, such as the emphasis on electronic human resource management practices, green HRM, strategic management, and innovation, underscores the evolving landscape of HR practices in Indonesia. Organizations operating within the Indonesian context can leverage these insights to align their HR strategies with emerging trends, fostering innovation and sustainability within their workforce practices. Secondly, the visualization of less densely covered research topics highlights potential areas for further exploration and academic inquiry. By directing attention towards these underexplored domains, researchers and practitioners can delve deeper into nuanced aspects of HRM, contributing to a more comprehensive understanding of organizational dynamics and enhancing the effectiveness of HR interventions. Moreover, the temporal analysis of research trends underscores the importance of staying abreast of evolving research paradigms and industry developments. Organizations and policymakers can use this information to anticipate future challenges and opportunities in HRM, guiding strategic decision-making and resource allocation. Overall, the practical implications derived from this bibliometric analysis provide valuable guidance for both academia and industry, facilitating informed decision-making and promoting the advancement of HRM practices in Indonesia.

## **CONCLUSION**

In conclusion, the bibliometric analysis conducted on trends and themes in Indonesian Human Resource Management (HRM) research has provided valuable insights into the evolving landscape of HR practices within the Indonesian context. Through network visualization, overlay visualization, and density visualization techniques, key clusters, trends, and less explored research areas have been identified, shedding light on the dynamics of HRM scholarship in Indonesia. The analysis revealed a shift in research focus from foundational business and strategic topics towards contemporary issues such as green HRM and innovation, reflecting the growing importance of sustainability and innovation in HRM practices. Additionally, the identification of less densely covered research topics highlights potential avenues for future exploration and academic inquiry, offering opportunities to deepen our understanding of HRM phenomena in Indonesia. These findings have significant implications for academia, industry, and policymakers, enabling them to align HR strategies with emerging trends, anticipate future challenges, and foster innovation and sustainability within organizational practices. Overall, this study contributes to advancing scholarly understanding of HRM within the Indonesian context and provides a foundation for future research endeavors aimed at enhancing HRM practices and driving organizational success in Indonesia and beyond.

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