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Systematic Bibliometric Analysis: Digital Human Resource Management Studies for Future Research

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Abstract

Digital progress in the current era, which is characterized by rapid and widespread technological progress, has become an important component in determining a person's success and the progress of society and human resource management. Various advances in digital technology, including digital literacy, make knowledge in the field of digital human resource management for future research increasingly complex. The aim of this research is to conduct a bibliometric analysis of digital human resource management studies for future research in the era of digital transformation by thoroughly exploring various existing literature reviews. The usage of Publish or Perish (PoP) and VOSviewer software to provide readable bibliometric network visualization results is addressed. From the initial screening and selection process, several studies met the inclusion criteria, referring specifically to the literature sources included in the final analysis. The research results show that the literature on digital human resource management studies for future research consists of several different thematic clusters. Each set summarizes a set of recurring keywords that describe current research trends around digital human resource management as well as providing an important picture of the real-world situation on the ground. It can be concluded that this research increases understanding and digital literacy regarding the development of digital human resource management studies and shows its potential for digital transformation in the modern world.

Keywords

Digital human resource; Management studies; Digital management; Human resource management.

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1. INTRODUCTION

Currently, some of the most used and talked-about phrases include digitalization, digital transformation, and digital disruption (J. Zhou & Cen, 2023). These ideas, taken together, roughly indicate a constant rise in the use of technology and significant shifts in many areas of business and society (Thite, 2018). This idea applies to the field of human resource management as well (Dixit, 2017). The terms digital human resource management and associated terms like digitalization, digital transformation, and digital disruption of human resource management are being used more frequently in digital human resource management (Larkin, 2017). Conceptual elements like transformation and even more disruption suggest significant adjustments for digital human resource management and point to the ideas' obviously significant relevance (Honoria Samson & Vinita Agrawal, 2020).

Conceptual clarity is crucial for several interconnected reasons, though (Lv & Sectio H, 2021). Firstly, the prevention of a simple multiplication of notions depends on conceptual clarity. Digital human resource management must be made sure to do more than just serve as new labels for old phenomena (Wahdaniah et al., 2023). Otherwise, new ideas are only employed as synonyms for well-known ideas, most notably the well-known idea of electronic human resource management. Second, in order to prevent misunderstandings and confusion, conceptual clarity is essential. It is important to have a shared understanding among human resource researchers to enable reciprocal communication on digital human resource management (Salikov et al., 2019). Third, in order to prevent gaps in the study, conceptual clarity is required. It's important to avoid using vague notions since they make it difficult to operationalize them precisely and can provide inconsistent findings from research on digital human resource management (da Silva et al., 2022).

To match their strategic objectives with performance indicators, a number of Indonesian colleges have started integrating tools like the Balanced Scorecard (BSC) into their digital human resource management practices (Al-Hosaini et al., 2023). For example, BSC frameworks have been integrated into the management of teacher performance and institutional accountability at University of Indonesia and Gadjah Mada University. Nevertheless, these implementations are frequently offered as stand-alone case studies devoid of a context for comparison (Wahdaniah et al., 2023). The lack of multi-case comparative analyses that evaluate the efficacy, contextual factors, and adaptation of digital human resource management practices employing BSC across various institutional settings highlights a significant research gap in the literature. To provide generalizable insights and support best practices in higher education's digital human resource transition, a methodical, comparative approach is necessary (Barišić et al., 2021).

While the BSC's implementation in Indonesian universities represents a step forward in coordinating institutional performance with strategic goals, the absence of cross-case comparisons restricts our comprehension of the digital human resource management frameworks' wider applicability. The majority of studies, like those that concentrate on a single university for example Airlangga University or Semarang State University case studies, highlight internal improvements without critically comparing results, implementation difficulties, or contextual adaptations across institutions with different sizes, levels of governance, and levels of digital maturity. The creation of scalable models or suggestions for national policy is hampered by this fragmented understanding (Lassoued, 2018). To close this gap and provide theoretical depth and useful benchmarks for digital human resource management deployment utilizing the BSC, a comparative multi-case research design is desperately needed (Hladchenko, 2015).

In light of this, the purpose of this essay is to provide a conceptual explanation of digital human resource management and associated ideas (Ammirato et al., 2023). The typology and vocabulary of digital human resource management in order to achieve this (Mihalcea, 2017). Creating a vocabulary is the first step toward clarity, it provides concise explanations of ideas and the connections between them,

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which provide a foundational knowledge (Strenitzerova, 2023). Creating a typology is a follow-up clarification phase that provides accurate and frugal ideal-types that categorize and arrange digital human resource management related occurrences, hence expanding their comprehension (Cherep et al., 2022). When combined, the suggested vocabulary and typology can help to make the notion of digital human resource management and associated ideas more understandable and serve as a conceptual foundation for further research on the subject (Fauzi et al., 2023).

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Digital Human Resource Management

In academic discourse, the notion of digital human resource management as well as associated concepts like the digitization, digitalization, disruption, and transformation of human resource management are becoming increasingly prominent (Strohmeier, 2020). Nonetheless, these ideas are often used in an implicit, varied, and widespread manner (Molina-Azorin et al., 2021). These ideas lack the conceptual clarity required for study (Garengo et al., 2022). The conceptual explanation of digital human resource management, along with an understanding of related concepts such as digital disruption, digital transformation, digitalization, and digitization of human resource management (Zhang & Chen, 2023).

In order to do this, the development a nomenclature and typology of digital human resource management by consulting general literature on digital organizations (Zavyalova et al., 2022). The language provides concise and accurate explanations of the ideas and their connections, providing a foundational knowledge (Huo et al., 2020). The typology provides accurate and economical ideal-types that categorize and arrange phenomena associated with digital human resource management, hence increasing our understanding of these phenomena (Fachada et al., 2022). When combined, the terminology and typology help to make sense of the concept of digital human resource management and related ideas (Ahammad et al., 2020). They also reveal how digital human resource management has evolved from earlier conceptions of technology-based human resource management and offer a conceptual framework for further research into the field (Mohiuddin et al., 2022).

Artificial intelligence is becoming more and more common in human resource management and human resource information systems as a result of the digitization of human resource management (Votto et al., 2021). Artificial intelligence is increasingly being incorporated into the tactical processes of hiring, employee performance evaluation and satisfaction, pay and benefit analysis, best practice analysis, disciplinary management, and employee training and development programs (Palos-Sánchez et al., 2022). We want to investigate published sources and literature that highlight the use of digital technology in human resource management in order to gain a deeper understanding of this progression (Sukalova et al., 2022).

Global Perspectives on Digital Human Resource Management

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The conversation around digital human resource management has grown a lot in the last several years, especially after the pandemic (Gigauri, 2020). The integration of cutting-edge HR technology, including Artificial Intelligence (AI), cloud-based human resource platforms, and people analytics, has accelerated due to a global move toward digital ecosystems. Digital human resource management has developed into a strategic enabler, shifting from administrative automation to predictive workforce planning and decision-making (Dabić et al., 2023). Their analysis of multinational firms in Europe demonstrates how digital onboarding, AI-driven hiring, and remote performance monitoring are revolutionizing talent management on a worldwide scale. This illustrates how digital human resource management is an essential component of corporate agility and creativity, not just an operational support system (Kraus et al., 2023).

Furthermore, international research shows that organizational preparedness and digital culture play a major role in the success of digital human resource management adoption. According to a cross-national investigation by Chaplaev et al. (2023), institutional support, employee digital competences, and leadership commitment are even more crucial for enabling sustained digital human resource management transition than technology infrastructure. This observation supports research from Indonesian universities, where integrating digital attitudes into institutional governance is just as difficult as acquiring new technology (Lafioune et al., 2023). Additionally, the study highlighted the importance of participatory design and decentralized human resource structures in promoting user engagement with digital human resource platforms (Lindblom & Martins, 2022).

Management Studies for Future Research

Throughout the past three decades, there has been a significant surge in management study on serendipity, which is defined as a search that results in an unexpected finding (Balzano, 2022). The understanding that technology-oriented management strategies, techniques, and practices have a wide range of consequences is a recurring theme in the most current writings on the subject (Alan, 2023). Consequently, the skills and demands of the digital workforce are impacted by the present surge in the usage of digital technology.

Management research to investigate phenomena that are significant to managers and to test and improve theories (Fonti et al., 2023). The expanding corpus of multidisciplinary research on work and parenting in order to direct future management studies study on the subject (Gatrell et al., 2022). Finally, describe a number of new avenues that researchers might pursue to expand the field of management studies (Ivens et al., 2016).

Management researchers have been interested in refugees and their integration into the workplace as a result of the continuous refugee crises (Pesch & Ipek, 2023). In this new research, there is a lack of clarity and variation in the concept of refugees. Implications for improving management research's comprehension of refugees and outlining potential directions for further study (Appio et al., 2021). A paradigm for strategic management called resource orchestration describes the several ways that businesses organize, group, and utilize their resources (Andersén, 2023). The ways in which

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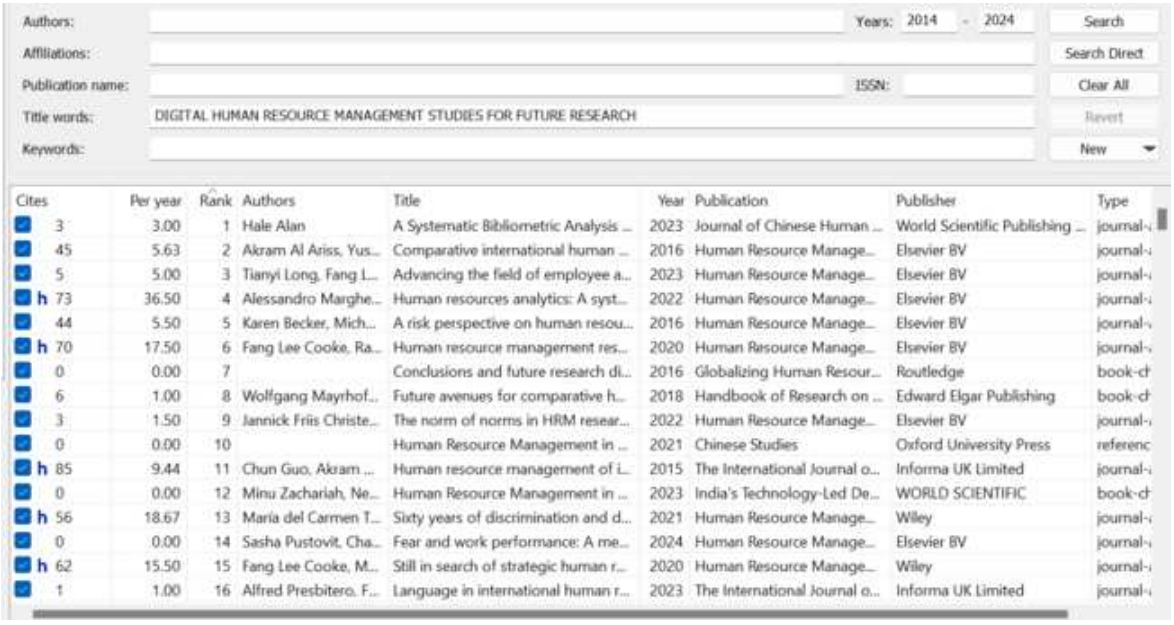
environmental management research has taken resource orchestration into account (Wickert, 2021). The review demonstrates a deficiency of knowledge accumulation in the sector and points out certain limits on the application of resource orchestration in environmental management research (Barratt et al., 2011).

3. RESEARCH METHOD

To examine digital studies of human resource management for future research, this research uses a comprehensive approach that uses bibliometric analysis and a systematic literature review. By using VOSviewer software, analysis results from various research sources will be displayed well and visualized in the form of a specific bibliometric network. In this research, articles were collected from existing databases, such as Google Scholar. The search was well designed to obtain relevant articles on digital human resource management studies for future research. Inclusion criteria included articles published within a certain time period and focused on empirical studies, literature reviews, and conceptual frameworks. The aim of this process is to ensure the selection of articles is appropriate to the research objectives. The database search from digital human resource management studies for future research can be seen more clearly in Figure 1.

Figure 1.

Database Search: Digital Human Resource Management Studies for Future Research



Cites	Per year	Rank	Authors	Title	Year	Publication	Publisher	Type
3	3.00	1	Hale Alan	A Systematic Bibliometric Analysis ...	2023	Journal of Chinese Human ...	World Scientific Publishing ...	journal-a
45	5.63	2	Akram Al Ariss, Yus...	Comparative international human ...	2016	Human Resource Manage...	Elsevier BV	journal-a
5	5.00	3	Tianyi Long, Fang L...	Advancing the field of employee a...	2023	Human Resource Manage...	Elsevier BV	journal-a
h 73	36.50	4	Alessandro Marghe...	Human resources analytics: A syst...	2022	Human Resource Manage...	Elsevier BV	journal-a
44	5.50	5	Karen Becker, Mich...	A risk perspective on human resou...	2016	Human Resource Manage...	Elsevier BV	journal-a
h 70	17.50	6	Fang Lee Cooke, Ra...	Human resource management res...	2020	Human Resource Manage...	Elsevier BV	journal-a
0	0.00	7		Conclusions and future research di...	2016	Globalizing Human Resour...	Routledge	book-ch
6	1.00	8	Wolfgang Mayrhof...	Future avenues for comparative h...	2018	Handbook of Research on ...	Edward Elgar Publishing	book-ch
3	1.50	9	Jannick Friis Christe...	The norm of norms in HRM resear...	2022	Human Resource Manage...	Elsevier BV	journal-a
0	0.00	10		Human Resource Management in ...	2021	Chinese Studies	Oxford University Press	referenc
h 85	9.44	11	Chun Guo, Akram ...	Human resource management of i...	2015	The International Journal o...	Informa UK Limited	journal-a
0	0.00	12	Minu Zachariah, Ne...	Human Resource Management in ...	2023	India's Technology-Led De...	WORLD SCIENTIFIC	book-ch
h 56	18.67	13	María del Carmen T...	Sixty years of discrimination and d...	2021	Human Resource Manage...	Wiley	journal-a
0	0.00	14	Sasha Pustovit, Cha...	Fear and work performance: A me...	2024	Human Resource Manage...	Elsevier BV	journal-a
h 62	15.50	15	Fang Lee Cooke, M...	Still in search of strategic human r...	2020	Human Resource Manage...	Wiley	journal-a
1	1.00	16	Alfred Presbitero, F...	Language in international human r...	2023	The International Journal o...	Informa UK Limited	journal-a

Figure 1 shows the results of a database search using the keyword "Digital Human Resource Management Studies for Future Research" for the period 2014–2024. The search results display articles with the highest number of citations, where the article by Hale Alan (2023) is ranked first with 3 citations per year and discusses systematic bibliometric analysis. The most frequently appearing publications come from the journals Human Resource Management Review and The International Journal of Human Resource Management, published by Elsevier BV and Informa UK Limited, respectively, indicating the

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relevance of the topic in the global academic arena. These articles generally highlight strategic perspectives, global challenges, and future directions of digital human resource management, which provide an important foundation for further research in this field. As for clarifying the previous database search, there is also metric results data which explains publication years, citation years, papers, and so on. For more details, see Table 1.

Table 1.

Data Metric Results

Indicators	**Data Metric Results**
Publication years	: 2014-2024
Citation years	: 10 (2014-2024)
Papers	: 1000
Citations	: 9628
Cites/year	: 962.80
Cites/paper	: 9.63
Authors/paper	: 1.40
h-index	: 55
g-index	: 85
hI,norm	: 34
hI,annual	: 3.40
hA-index	: 21
Papers with ACC >= 1,2,5,10,20	: 261, 198, 120, 58, 23

Table 1 shows the results of bibliometric metrics from publications during 2014–2024, covering 1000 papers with a total of 9628 citations. The average citations per year reached 962.8 and per paper 9.63, with an average of 1.4 authors per article. Bibliometric indices such as h-index (55), g-index (85), and hI_norm (34) reflect high scientific productivity and impact, although the distribution of citations is uneven, where only 23 papers received ≥20 citations. Overall, these data show significant contributions with a distribution of influence concentrated in a number of leading publications.

The PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) diagram illustrates the systematic steps in the process of selecting an article based on the Systematic Literature Review (SLR) framework. This pendentakan is used to gather, assess, and analyze relevant literature in a methodical and objective manner. The transparent framework provided by PRISMA enables researchers to document every step of the identification, research, and selection processes, including study inclusion, in a single, standard document. In this study's context, the PRISMA diagram is used to illustrate articles about digital human resource management from 2014 to 2024, presenting the findings of research based on academic and bibliometric data such as Publish or Perish (PoP). The PRISMA flow diagram in this study can be seen in Figure 2. Thus, the application of PRISMA in this study strengthens the validity of the SLR process and produces an accurate literature base for bibliometric analysis.

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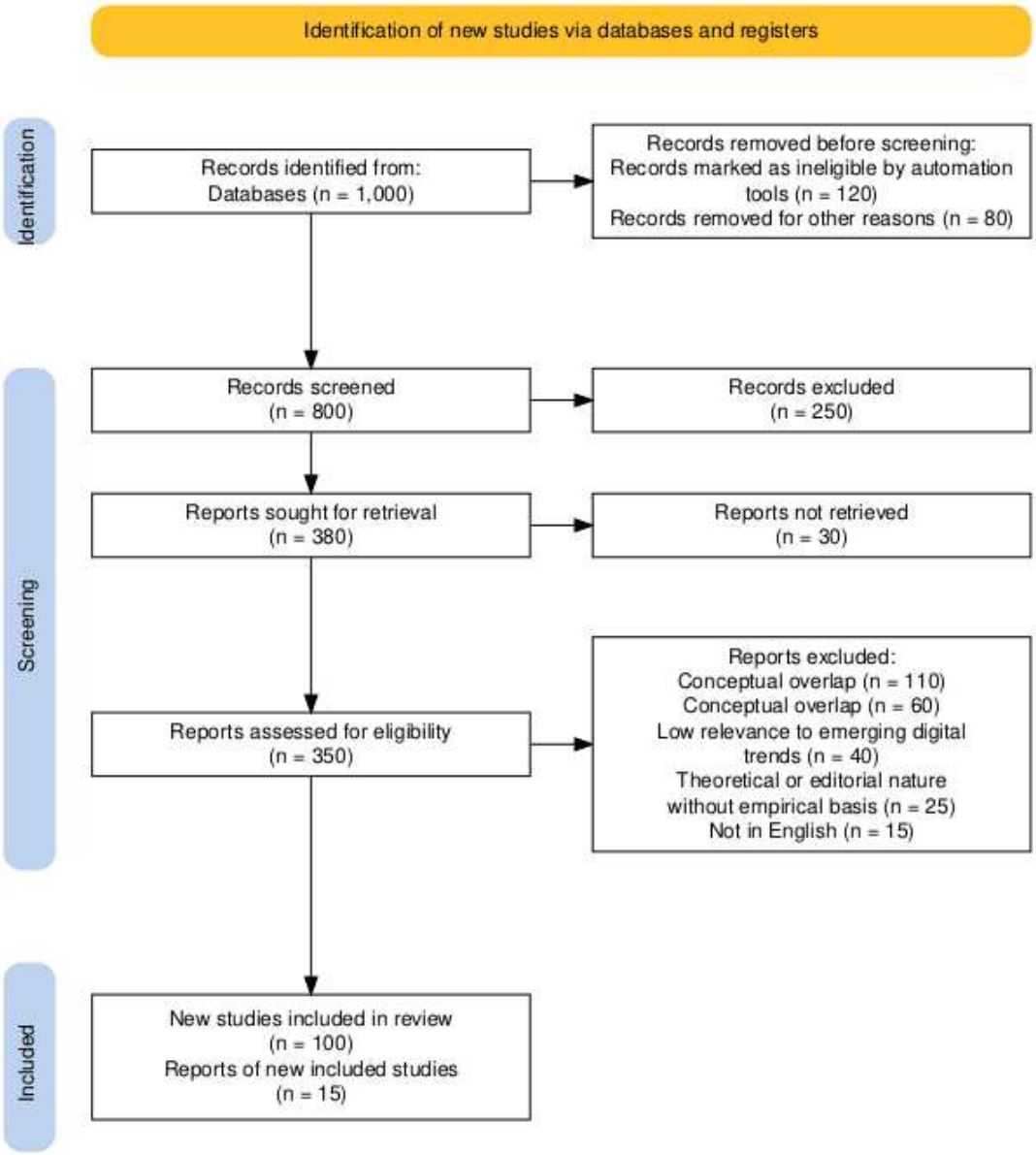
Figure 2.

PRISMA Flow Diagram: Digital Human Resource Management Studies for Future Research



At the first stage, around 1,000 documents were successfully identified using the PoP data foundation, with the primary kunci being "Digital Human Resource Management Studies for Future Research." Prior to more extensive research, about 120 documents were published automatically because they did not meet the requirements, such as non-scholarly publications, not in English, or not available online. In conclusion, 80 other documents were rejected because they did not fit the digital human resource management or because they were duplicate articles that were not detected by the system. About 800 articles are included according to their titles and abstracts to assess their relationship to the field of digital human resource managemen. At this point, 250 articles were rejected because they

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contained irrelevant or unrelated topics, or because they did not significantly contribute to the digitalization of human resource management. Subsequently, 380 pages were intended to be written in full-text format, however 30 pages were not accessible due to a broken access or file.

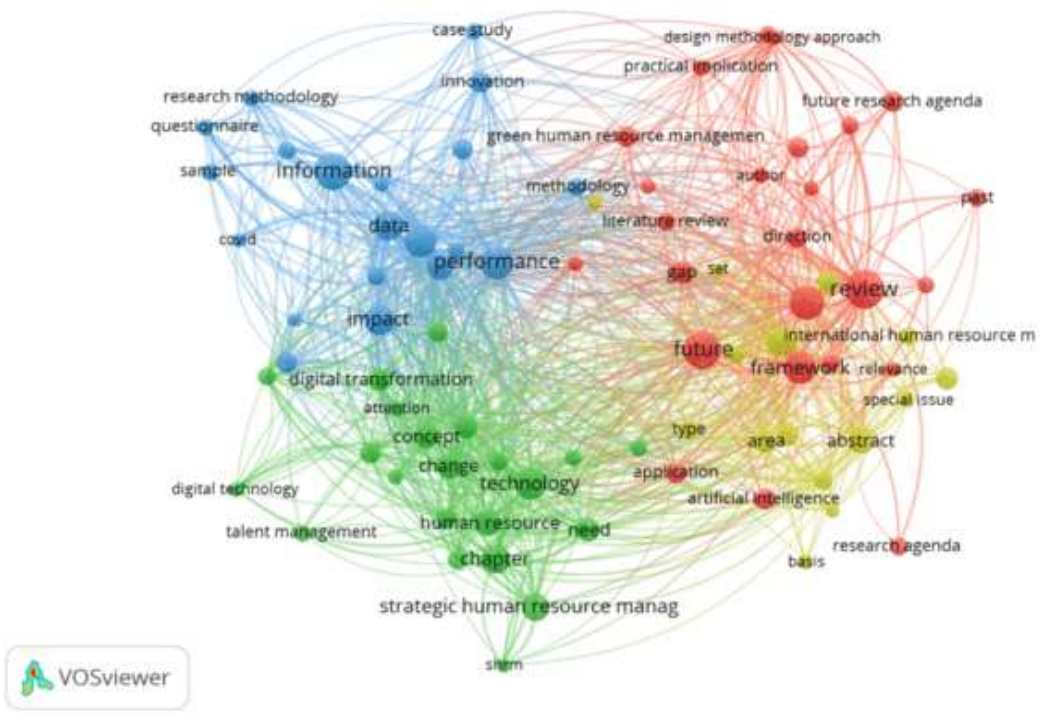
Out of the 350 reports that were successfully explained in detail, 250 reports were again analyzed using the following criteria: Conceptual redundancy or overlap (n = 110); Theoretical contributions without empirical evidence or as editorials (n = 25); The relevance of current digital trends (n = 40); and Non-English publication languages (n = 15). Eventually, about 100 studies were found and included in bibliometric analysis using the VOSviewer software tool. Out of that number, 15 additional reports are identified as new references with significant contributions to the development of the framework or DHRM agenda over time.

4. RESULTS AND DISCUSSIONS

Research findings that utilize VOSviewer as a bibliometric analysis tool from digital human resource management studies for future research can be seen in Figure 3.

Figure 3.

Visualization Results: Digital Human Resource Management Studies for Future Research



With tools such as VOSviewer or biblioshiny, data can be visualized in the form of network maps to identify author collaborations, frequently occurring keywords, and research trends. Filtering the most relevant and influential articles objectively based on previous research data, thereby strengthening the

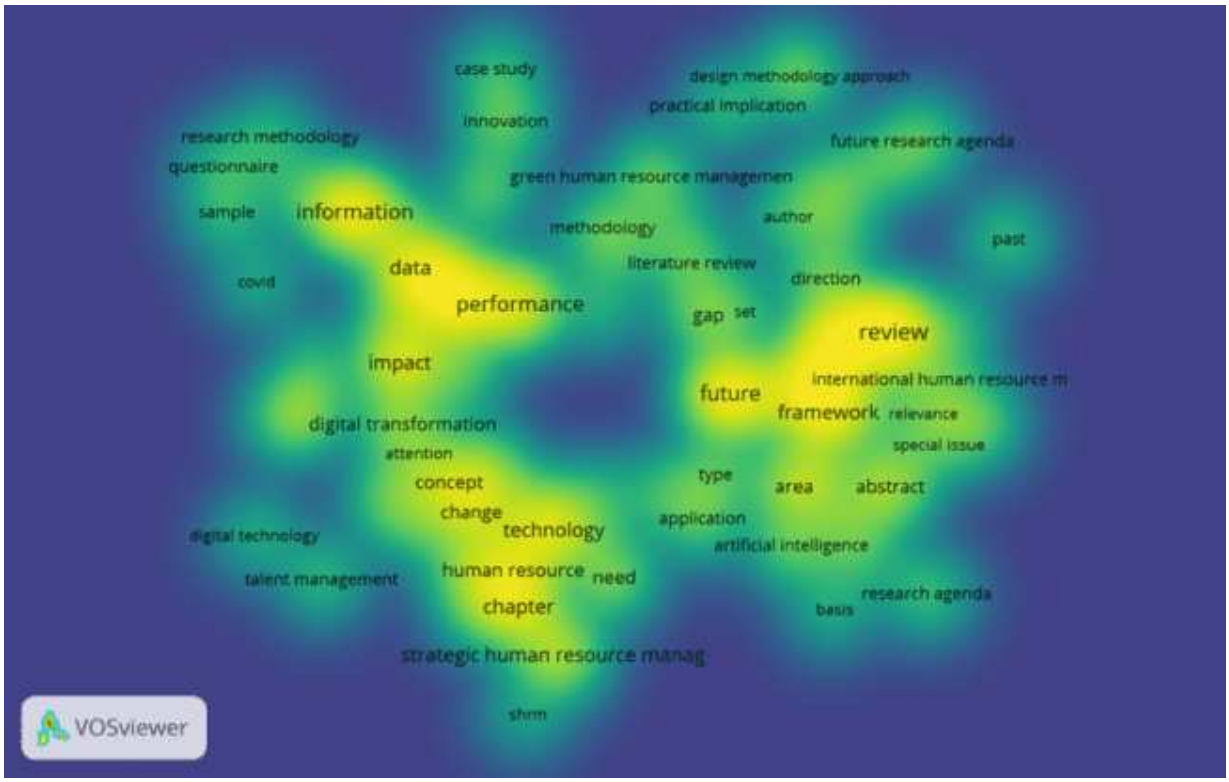
quality of state-of-the-art research. Provides insights into the development of a particular research theme or topic over time, including research gaps and potential future directions.

Bibliometric analysis has highlighted digital human resource management studies for future research, revealing influential works, prominent authors, and thematic groups. The next section examines digital human resource management towards future research, providing a deeper understanding of the need for human resources integrated with modern technology in the era of digital transformation. The clusters formed can provide identification and increase insight for educators, policy makers, and researchers.

Educators can design interventions that answer the themes in each cluster to improve the development of digital human resource management. Policy makers can use these insights to adapt management innovation initiatives in the era of digital transformation to specific organizational contexts and cultures. Additionally, these groups represent potential opportunities for future research, encouraging investigations into the positive impact of digital human resource management through the integration of today's technological innovations, strategies for increasing self-efficacy, and the long-term implications of the shift to digitalization of management learning. The cluster visualization findings can be seen in Figure 4.

Figure 4.

Cluster Visualization: Digital Human Resource Management Studies for Future Research



Findings from bibliometric analysis using VOSviewer software produced different thematic groups in the literature review on the development of digital human resource management studies. Each cluster encapsulates a set of recurring keywords that describe existing research trends, providing

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valuable insight into the field's real big picture for societal sustainability in the research world of the future. The impact of these widely cited works extends beyond their immediate context. These works have become basic references for further research such as the future of international human resources which is one of the special issues, the development of a digital human resource management framework, human resource needs which can be seen based on chapters, technology, concept, change, and are also related to the impacts provided by digital human resource management studies itself through various information.

This bibliometric analysis can certainly underline the importance of scientific works in shaping research trajectories in the field and building a brighter future through the comprehensive development of digital human resource management. Moreover, the various insights obtained from the most cited articles and indexed journals have valuable implications for researchers and practitioners. Researchers can build on the concepts and frameworks proposed in these scientific works to advance the theoretical foundations in the field and provide new scientific essence for dear readers. Practitioners can utilize the findings and recommendations from this research to inform digital technology-based design and improve the delivery of digital skills development in the era of digital transformation.

Citation analysis provides a comprehensive view of important works that influence the discourse on the development of digital human resource management for the sustainability of future research. These works have informed research trends, established theoretical frameworks, and guided practical considerations accurately based on bibliometric networks that have been derived into cluster visualization forms. The next section assesses the impact of digital human resource management on the development of the world of research and lifelong learning and is able to bridge insights from bibliometric analysis with field findings in the real world.

The goal of the study is to determine how competency-based human resource management may be used in the digital age. Additionally, researchers examine the main benefits and drawbacks of the current situation and how they affect the abilities and roles of human resource professionals. In line with research Dolan et al. (2022) which states that human resource management digitization may help businesses update their human resource processes and provide them a competitive edge. At the same time, it demands a change in work style and a change in the necessity for human resource with the help of this study project, better comprehend the attitudes and viewpoints of digital human resource practitioners across a variety of frameworks in the future research (Abdeldayem & Aldulaimi, 2020).

The vision of digital businesses requires the use of digital technology in human resource management and this has become imperative due to the rapid advancement of technology. In line with research Theres & Strohmeier (2023) which states that significant amount of empirical study has been conducted in the previous forty years with the goal of elucidating the phenomena of digital human resource management. Furthermore, a broad range of ideas, conceptions, and metrics have been used in studies to explain why digital human resource management is being adopted by businesses

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(Grimshaw et al., 2023). The results provide directions for further study as well as practical consequences (Am et al., 2020).

Digital technology with artificial intelligence has brought about digital workstyles and upended modern workplaces like never before. In line with research Singh & Pandey (2023) which states that human resource directors are becoming quite interested in implementing artificial intelligence in human resource management as a result of these technical developments. The use of artificial intelligence in human resource management and the resulting human-machine collaboration is a topic that both researchers and practitioners are eager to explore (Jankovic & Curovic, 2023). The technology known as artificial intelligence, which enables machines to function intelligently, is revolutionizing human life. Artificial intelligence is becoming widely accepted and popular in many fields due to its potential to replace human cognitive abilities (Qomi & Ebrahimi, 2023).

Digital technologies are becoming more and more integrated into daily life, and they are radically altering the organizational structures and procedures in a variety of fields (Hassan Onik et al., 2018). One of the main organizational functions that is presently undergoing a vigorous period of growth through digitalization is human resource management (Martins, 2022). The increasing proportion of digital human resource practices is causing changes in the competences of employees, line managers, and human resource professionals (Tamminga & Parham, 2018). Research on human resource digitization during the previous years has yielded results that are organized in this report.

These days, the rise of the global workforce and the growing importance of business analytics as a strategic organizational competency have a big influence on human resource management (Melo & Machado, 2021). Although human resources analytics has received a lot of attention in the previous ten years from writers, a methodical approach to identifying and categorizing important subjects has not yet been presented (Zhou & Zou, 2023). There is especially space for conceptual contributions that seek to offer a thorough explanation of ideas and research topics pertaining to human resource analytics (Margherita, 2022).

Since human resource management has been digitalized for more than fifty years, people frequently take the effectiveness of this process for granted, as well as its continued and increased intensity in the future. Although the amount of research on the effects of digital human resource management on performance is expanding and becoming unmanageable, core reviews are unable to provide reliable and consistent data about the effectiveness of digital human resource management (Dabić et al., 2023). Rather of being supported by concrete data, current attitudes and practices are founded on implicit assumptions (Zabala et al., 2022). Meta-analysis of the performance effects of digital human resource management in order to furnish the required proof for the future digitization of human resource management (Theres & Strohmeier, 2023b).

This study has a few limitations that should be addressed. As a first step, bibliometric analysis is limited to analyzing literature data based on specific data and analyzing the key words used in the research. This has the potential to create a bias in selection because not all relevant publications or

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terminology can be explained in a clear and understandable manner. In addition, using a single software visualization tool, such as VOSviewer, can reduce the depth of analysis because the results depend on the technical parameters and mapping algorithm used.

It is also advised that researchers do longitudinal or comparative studies across nations to examine how digitization of human resource management implementation and implementation differ in various social and economic contexts. In addition, integration with modern technologies like blockchain, big data, and artificial intelligence in digitization of human resource management practice is still difficult to explain conceptually or empirically. Research that examines the long-term effects of digital transformation on productivity, organizational culture, and employee well-being can also influence literature and offer practical insights for modern human management.

In accordance with Permendikbud No. 754/P/2020, which emphasizes the importance of the relevance of research on national needs and policies, researchers are therefore encouraged to analyze the data by using a few international and national data bases, such as Garuda, Scopus, and SINTA. In addition, mixed-methods research, also known as bibliometric integration with policy analysis, can be used to determine how the results of digital human resource management research contribute to the development of digitally based human capital in Indonesia. This study aims to quantify the achievement of a long-term, dependent indicator of research productivity related to national development based on knowledge and technology.

5. CONCLUSION

A variety of different topic groups were identified in the literature on digital human resource management for future research sustainability in the era of digital transformation. Educators can design interventions that address themes in each cluster to improve digital human resource management. Policy makers can adapt management innovation initiatives to specific organizational contexts and cultures. These clusters provide valuable insights into the positive impact of digital human resource management, including technological innovations, self-efficacy strategies, and long-term implications. Scientific works in this field shape research trajectories and build a brighter future. Practitioners can use findings and recommendations to inform digital technology-based design and improve digital human resource management and digital skills development in the era of digital transformation.

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