

Bibliometric Analysis of the New Paradigm of Human Resource Management in Indonesian State Islamic Universities (2000-2025)

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ABSTRACT. The paradigm of human resource management (HRM) is rapidly evolving in the digital era, requiring adaptive frameworks, particularly within higher education institutions. This study aims to analyze the emerging HRM paradigm in State Islamic Universities and identify key research trends and thematic structures. Using a quantitative bibliometric approach, 746 articles indexed in Scopus and Web of Science were collected through Publish or Perish and analyzed using VOSviewer. The results reveal five major clusters, with Economics and HRM as the most dominant themes, indicated by high keyword co-occurrence and link strength. Recent trends show a shift from purely theoretical discussions to more practice-oriented, technology-driven topics, particularly the integration of artificial intelligence into HRM. Despite this development, research specifically addressing the contextual implementation of HRM systems in Islamic higher education remains limited. This study contributes by mapping the intellectual structure, highlighting the emerging role of AI as a key element in shaping a new HRM paradigm within Islamic State Universities, and identifying future research directions that bridge theory and practice.

Keywords: *Human Resource Management; Bibliometric Analysis; Artificial Intelligence*

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INTRODUCTION

The rapid digitalization has significantly transformed the paradigm of human resource management (HRM), particularly in higher education institutions (Ellafti et al., 2025). Universities are increasingly required to manage human resources strategically to enhance institutional competitiveness and respond to global challenges. In the Indonesian context, however, the quality and competitiveness of education remain a critical concern, as higher education institutions have not fully demonstrated optimal performance in producing globally competitive human resources (Utamy et al., 2020). Education plays a central role in shaping national progress by developing human capital capable of competing in the global landscape (Asvio et al., 2019). This condition

underscores the urgency of strengthening HRM practices within higher education institutions as a key driver of educational quality improvement.

Within this broader context, human resources represent a strategic asset that determines organizational effectiveness across sectors, including education. Effective HRM practices, such as recruitment, development, and retention, are essential to ensure that institutions achieve their goals efficiently and sustainably (Kartakusumah et al., 2023; Sabrifha, 2022). In higher education, particularly, HRM contributes not only to improving staff performance but also to strengthening institutional productivity and quality assurance systems (Padilah et al., 2024). Furthermore, the ability of organizations to enhance employee commitment and optimize human resource potential is widely recognized as a key factor in achieving organizational success (Suharyanto, 2023). These perspectives indicate that HRM has shifted from a purely administrative function to a more strategic, performance-oriented approach.

More specifically, HRM in higher education institutions involves complex managerial and operational processes, including planning, organizing, and controlling human resource activities to support institutional objectives (As'ad et al., 2022; Faheem et al., 2023). The role of leadership in managing educational personnel is also critical in ensuring institutional effectiveness (Jenita et al., 2022). In this regard, educators and administrative staff serve as the core drivers of the educational system, making HRM a crucial determinant of institutional success (Mardhotillah et al., 2021). At the same time, increasing global competition has encouraged institutions to adopt more innovative HRM strategies to enhance competitiveness and adapt to changing organizational environments (Sheikh et al., 2022). In the context of Islamic Universities, HRM becomes even more complex due to the integration of academic, organizational, and religious values. These institutions operate within a unique framework that combines scientific knowledge with Islamic principles, requiring a distinctive HRM approach. As knowledge-intensive organizations, State Islamic Universities rely heavily on the quality and professionalism of their human resources to deliver educational services effectively (Syuhud & Farid, 2025). At the same time, the growing body of research on HRM paradigms indicates a growing scholarly interest in understanding how HRM practices evolve in higher education contexts (Mohiuddin et al., 2022; Su, 2021). The integration of religious and scientific paradigms further introduces a new dimension in HRM, particularly in shaping non-dichotomous human resources within Islamic higher education (As'ad et al., 2022).

Despite the expanding literature, several challenges remain. Previous studies have highlighted that many universities in Indonesia, including State Islamic Universities, continue to face difficulties in managing human resources effectively and maintaining operational efficiency (Fatmawati et al., 2024; Sudirman et al., 2025). Issues such as weak coordination in resource management and limited focus on improving educational service quality persist. While Indonesian scholars have increasingly examined HRM from various perspectives, existing studies remain fragmented and lack a systematic synthesis of research trends and thematic developments. In addition, current reviews are often limited in scope and do not provide a comprehensive mapping of the intellectual structure of HRM research in this context (Faheem et al., 2023; Neamțu et al., 2020).

This condition reveals a significant research gap. There is currently no comprehensive bibliometric study that systematically maps the evolution, dominant themes, and research clusters of HRM in State Islamic Universities. Moreover, the extent to which emerging HRM paradigms, particularly those influenced by digitalization and technological advancements, have been integrated into this specific institutional context remains underexplored. The absence of such structured analysis limits the ability to understand the trajectory of HRM research and to formulate a coherent future research agenda. To address this gap, this study employs a bibliometric approach to analyze the development of HRM paradigms in State Islamic Universities. Bibliometric analysis provides a systematic, quantitative method for mapping research trends, identifying key themes, and examining the evolution of scholarly contributions (Rokhilawati et al., 2024). The novelty of this study lies in its integration of the context of Islamic higher education with the evolving HRM paradigm, while

applying bibliometric techniques to uncover the intellectual structure of the field. Therefore, this study aims to identify research trends, map thematic clusters, and analyze the evolution of HRM studies in State Islamic Universities, while also providing future research directions that bridge theoretical developments and practical applications.

METHOD

This study adopts a bibliometric mapping design as the primary methodological approach to systematically examine the intellectual structure, research trends, and thematic evolution of the new paradigm of human resource management (HRM) in the context of State Islamic Universities. Bibliometric analysis is employed because it enables a quantitative and reproducible evaluation of scientific publications, including patterns of collaboration, citation structures, and keyword co-occurrence, thereby providing a comprehensive overview of the development of a research field. The data were retrieved from two major international scientific databases, namely Scopus and Web of Science (WoS), due to their high-quality indexing standards and extensive coverage of peer-reviewed literature. The research process was conducted using Publish or Perish (PoP) version 8, which facilitates structured retrieval, citation analysis, and export of bibliographic metadata in formats compatible with bibliometric software. The use of Pop is justified by its efficiency in aggregating data from multiple databases and generating standardized outputs for further analysis.

A systematic search strategy was applied using Boolean operators to ensure comprehensive and relevant data retrieval. The search string used was (“human resource management” OR “HRM”) AND (“new paradigm” OR “digital HRN” OR “HR transformation”) AND (“Islamic university” OR “State Islamic University” OR “Universitas Islam Negeri”), which was applied to the title, abstract, and keyword fields. To ensure data quality and relevance, several inclusion criteria were established, including peer-reviewed journal articles, publications in English, and studies indexed in Scopus and WoS from 2000 to 2025. This time span was selected to capture the significant evolution of HRM from administrative functions to strategic and technology-driven paradigms. Documents such as conference papers, book chapters, and non-scholarly publications were excluded to maintain consistency and scientific rigor.

The data selection process was followed by a systematic screening procedure adapted from the PRISMA framework, including identification, duplicate removal, title and abstract screening, and final eligibility assessment based on metadata relevance. After this process, 746 articles were included in the final dataset. The bibliographic data were exported in CSV and RIS formats and underwent a data cleaning process to ensure accuracy and consistency. This process involved removing duplicate records, standardizing author names and institutional affiliations, harmonizing keyword variations (such as “HRM” and “human resource management”), and verifying incomplete metadata.

The analysis was conducted using VOSviewer to construct and visualize bibliometric networks, with Microsoft Excel used for descriptive statistical analysis and graphical representation. Several bibliometric techniques were applied, including co-occurrence analysis to identify dominant research themes and keyword clusters, co-citation analysis to examine influential publications and intellectual linkages, and collaboration network analysis to map relationships among authors and research networks. In VOSviewer, threshold parameters were applied to ensure meaningful visualization, and the association-strength normalization method was used to measure relationships between items. Clustering was performed using VOSviewer’s algorithm to group related items into distinct thematic clusters. Through this systematic and transparent procedure, the study ensures methodological rigor, analytical depth, and reproducibility in mapping the development of HRM research in State Islamic Universities.

RESULT AND DISCUSSION

Result

Descriptive Analysis of Publication Trends

The analysis is based on 746 publications indexed in Scopus and Web of Science (WoS) over the period 2000-2025. The descriptive trend analysis indicates a progressive yet uneven growth in publications on the new paradigm of human resource management (HRM). As illustrated in Figure 1 below.

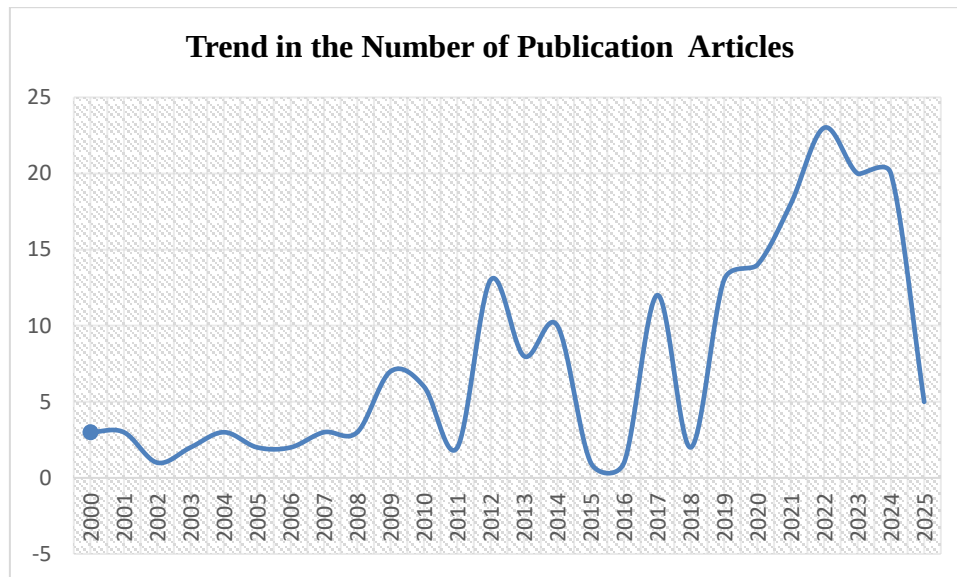


Figure 1: Trends in Scientific Journal Publications from Scopus and Crossref

Figure 1 is a scientific journal publication that has been published in Scopus and Crossref and continues to experience fluctuations. The number of publications remained relatively low and stable from 2000 to 2008, then gradually increased after 2009, culminating in a significant surge to a peak in 2022. This pattern suggests that scholarly attention to HRM paradigm shifts intensified, particularly after 2015, reflecting the growing importance of strategic HRM and digital transformation in organizational contexts. The fluctuation pattern also indicates that the field is still evolving, with intermittent growth driven by emerging research themes rather than consistent linear expansion.

Bibliographic Coupling Analysis

The bibliographic coupling analysis further reveals the field's intellectual foundation by identifying the most influential publications. Of 746 documents, 32 met the inclusion threshold for the coupling network. As presented in Table 1 below.

Table 1: Top 10 Documents in Bibliographic Coupling Analysis

Rank	Publication	Scope	Journal	Cites
1.	(Boudreau & Ramstad, 2005)	Talentship, talent segmentation, and sustainability: A new HR decision science paradigm for a new strategy definition	Human Resource Management	401
2.	(Tsui & Wu, 2005)	The new employment relationship versus the mutual investment approach: Implications for human resource management	Human Resource Management	86
3.	(Hughes, 2010)	"People as Technology" Conceptual Model: Toward a New Value Creation Paradigm for Strategic Human Resource Development	Human Resource Development Review	62
4.	(Wanous & Reichers, 2000)	New Employee Orientation Programs	Human Resource Development Review	60

5.	(Delaney & Godard, 2001)	An industrial relations perspective on the high-performance paradigm	Human Resource Development Review	58
6.	(Conrad & Meyer-Ohle, 2019)	Overcoming the ethnocentric firm? – Foreign fresh university graduate employment in Japan as a new international human resource development method	The International Journal of Human Resource Management	41
7.	(Wright, 2021)	Rediscovering the “Human” in strategic human capital	The International Journal of Human Resource Management	40
8.	(Hashim, 2009)	Islamic revival in human resource management practices among selected Islamic organizations in Malaysia	International Journal of Islamic and Middle Eastern Finance and Management	31
9.	(Cooke, 2011)	Human resources restructuring in the state-owned railway industry of China: the role of the state in human resource strategy	The International Journal of Human Resource Management	22
10.	(Burke & Cooper, 2006)	The new world of work and organizations: Implications for human resource management	Human Resource Management Review	21

Source: Secondary data (Processed, 2025)

Based on Table 1, the order of the top ten articles is obtained based on the total number of citations from their publications up to the present study. The most cited study is Boudreau and Ramstad (2005) with 401 citations, followed by Tsui and Wu (2005) and Hughes (2010). These works primarily emphasize strategic HRM, talent management, and value creation, indicating that the field is conceptually grounded in performance-oriented and decision-based HRM frameworks. However, the limited presence of studies explicitly addressing Islamic higher education suggests that context-specific applications, particularly in State Islamic Universities, remain underrepresented within the dominant knowledge base.

Co-word (Keyword Co-occurrence) Analysis

The co-word analysis provides further insight into the field's thematic structure by identifying relationships among keywords. A total of 77 keywords met the threshold, forming five major clusters. As summarized in Table 2 below.

Table 2: Top 15 keywords in the co-occurrence of keywords analysis

Rank	Keyword	Occurrences	Total Link Strength
1	Economy	20	22
2	HRM	18	52
3	Impact	18	37
4	Environment	13	29
5	Competency	9	19
6	New Paradigm	9	14
7	Performance Management	7	9
8	Workforce	7	26
9	Integration	7	23
10	Decision Making	6	21
11	Islamic Education	6	10
12	Islamic Human Resource Management	6	20
13	Job Satisfaction	6	9
14	Organization	6	18
15	Islamic Principale	5	18

Source: Secondary data (Processed, 2025)

Based on Table 2, the most dominant keywords include *HRM* (18 occurrences; total link strength = 52), *economy* (20 occurrences; total link strength = 22), and *impact* (18 occurrences; total

link strength = 37). The relatively high total link strength of HRM confirms its role as the central node connecting various research themes. The network visualization is shown in Figure 2 below.

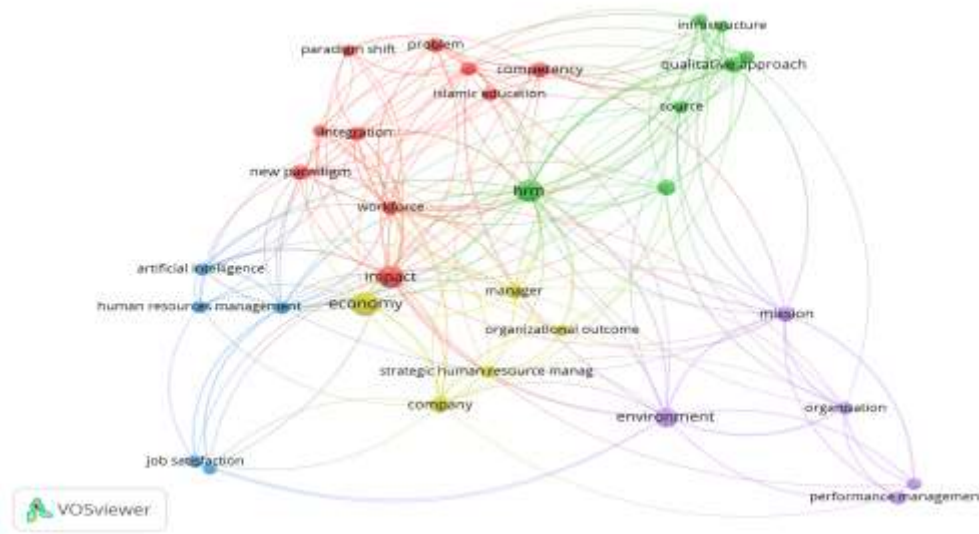


Figure 2. Network Visualization of Green Accounting

Source: Secondary data (Processed, 2025)

Figure 2 shows a visualization of the bibliometric analysis network using VOSviewer. It illustrates a multi-cluster structure where themes such as competency development, Islamic HRM, artificial intelligence, strategic HRM, and sustainability are interconnected. This indicates that HRM research has evolved into a multi-dimensional field, integrating organizational performance, technological innovation, and contextual adaptation.

Overlay Visualization (Temporal Evolution)

The temporal dynamics of these themes are further clarified through overlay visualization. As shown in Figure 3 below, earlier studies (pre-2015) were primarily focused on foundational concepts such as the economy, paradigm shifts, and general HRM frameworks. In contrast, more recent studies (2018-2025) increasingly focus on emerging topics such as artificial intelligence, decision-making, and Islamic human resource management. This shift highlights a transition from conceptual and theoretical exploration toward applied, technology-driven, and context-specific research, reflecting the broader digital transformation of HRM practices.

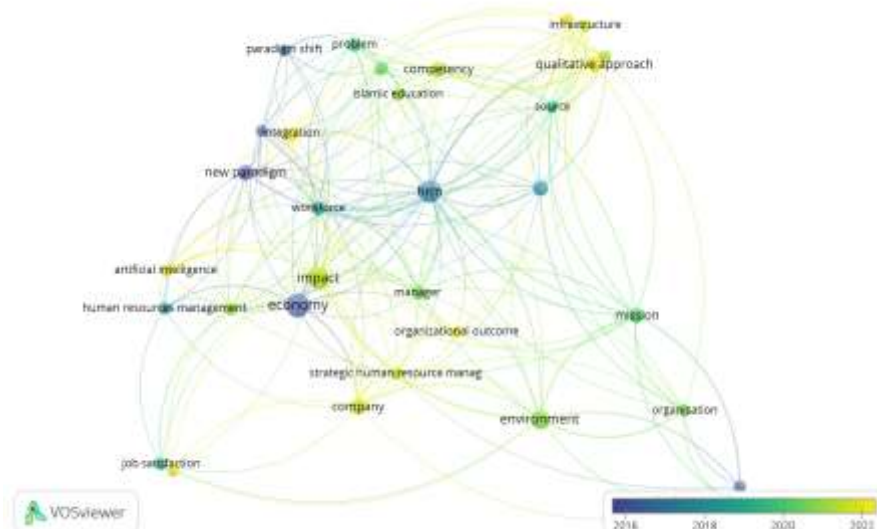


Figure 3. Overlay Visualization

Source: Secondary data (Processed, 2025)

Density Visualization (Research Intensity)

The density visualization in Figure 4 below further emphasizes the distribution of research intensity across topics. High-density areas are dominated by keywords such as HRM, economy, and competency, indicating their strong presence in the literature. In contrast, topics such as performance management, job satisfaction, and strategic HRM appear in lower-density areas, suggesting that these themes are either emerging or relatively underexplored. This uneven distribution implies that while macro-level HRM discussions are well established, micro-level and practice-oriented studies still require further development, particularly within specific institutional contexts.

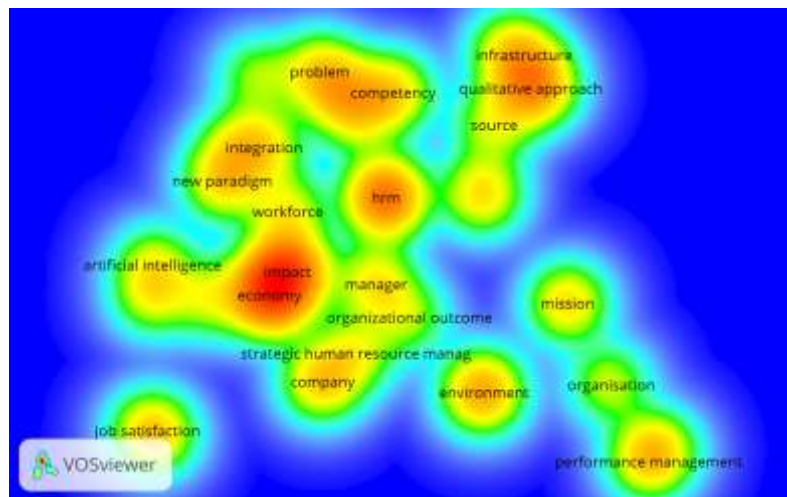


Figure 4. Density Visualization

Source: Secondary data (Processed, 2025)

Author Collaboration Network

Finally, the author collaboration network provides insight into the structure of scholarly interaction within the field. As depicted in Figure 5 below, the collaboration pattern is characterized by small, fragmented clusters with limited large-scale internal cooperation. The most prominent collaboration group contributes only a small number of publications, indicating that the research field remains decentralized and lacks strong global integration. This fragmentation may limit the development of a cohesive and cumulative knowledge base, particularly in emerging areas such as Islamic HRM.

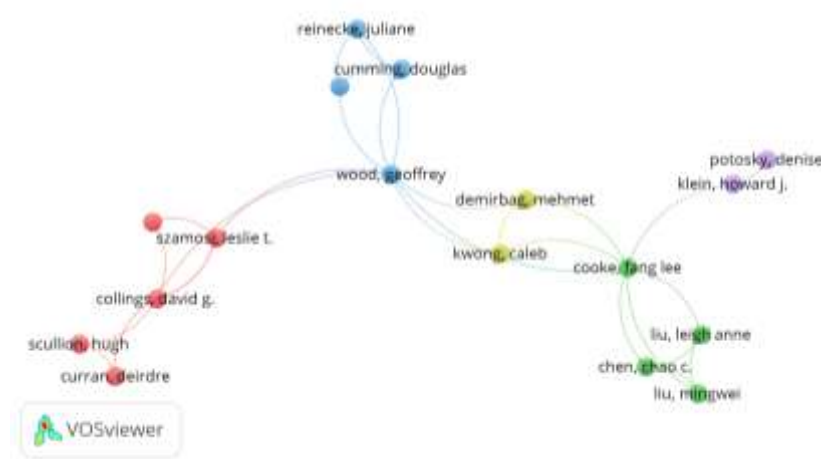


Figure 5. Density Author Collaboration Network

Discussion

The findings of this study reveal that the intellectual structure of human resource management (HRM) research is strongly anchored in strategic and performance-oriented paradigms, where HRM functions as a central integrative concept linking multiple thematic domains. The dominance of keywords such as HRM, economy, and impact not only reflects their high frequency but also indicates their strong relational position within the bibliometric network, as evidenced by their relatively high total link strength. This suggests that HRM is no longer merely an administrative function but a core strategic mechanism that directly contributes to organizational value creation and competitiveness. This finding reinforces prior studies (et al., 2022; Suharyanto, 2023) and extends them by demonstrating, through bibliometric mapping, how these concepts are structurally interconnected across the global research landscape. In other words, the centrality of HRM in this study is not only conceptual but also empirically validated through network-based relationships among research themes.

At the same time, the emergence of technology-related keywords, particularly artificial intelligence, decision-making, and data-driven HRM, signals a significant transformation toward digital and analytics-based HRM practices (Gano et al., 2024). Unlike earlier studies that primarily emphasized conceptual or strategic frameworks, the current bibliometric evidence indicates a shift toward technologically embedded HRM systems, in which decision-making processes are increasingly supported by predictive analytics and intelligent systems. This transition reflects a broader evolution from human-centered management to human-technology integration, in which organizational performance is enhanced through the synergy between human capabilities and digital tools. The increasing prominence of these themes aligns with the growing body of literature on HR analytics (Boon et al., 2020).

However, one of the most critical findings of this study is the limited representation and peripheral position of State Islamic University contexts within the global HRM research landscape. Although Islamic human resource management appears as a distinct thematic cluster, its relatively low frequency and weaker linkages with dominant themes suggest that it has not yet been fully integrated into the mainstream discourse (Hosseini & Sabokro, 2022; Mardhotillah et al., 2021). This marginality indicates a structural imbalance in knowledge production, where global HRM research is still heavily dominated by Western and general organizational contexts, while context-specific frameworks, such as those grounded in Islamic values, remain underdeveloped. This finding extends previous arguments (Conrad & Meyer-Ohle, 2019; Khaira & Sesmiarni, 2025) by providing empirical bibliometric evidence that the integration of ethical-religious values with contemporary HRM practices is still at an early stage of academic development. Consequently, there is a strong need to develop context-sensitive HRM models that not only incorporate Islamic principles but also align with modern organizational demands.

The temporal evolution analysis further strengthens this argument by demonstrating a clear transition from theoretical exploration to applied and technology-integrated HRM research. Early studies were primarily concerned with defining paradigms and conceptualizing HRM frameworks, whereas more recent research focuses on practical implementation, digitalization, and innovation. This shift reflects broader transformations in organizational environments, where adaptability, technological integration, and data-driven decision-making have become essential. Nevertheless, the relatively low density of topics such as performance management and job satisfaction suggests that micro-level organizational dynamics remain underexplored, particularly in non-Western and religiously based institutional contexts. This imbalance indicates that while macro-level and strategic discussions are well developed, there is still a lack of in-depth investigation into how HRM practices are operationalized at the individual and organizational levels, especially within Islamic higher education institutions.

In addition, the fragmented structure of the author collaboration network indicates that the field lacks a cohesive, well-integrated global research community. The dominance of small, isolated clusters suggests limited cross-institutional and cross-national collaboration, which may hinder the accumulation of knowledge and the development of robust theoretical frameworks. From a knowledge-production perspective, this fragmentation reduces the potential for interdisciplinary integration and slows the diffusion of emerging paradigms, such as Islamic HRM (Hafizi et al., 2024). Therefore, strengthening international collaboration is not only a methodological necessity but also a strategic imperative to enhance the visibility, validity, and global relevance of research in this field.

Overall, this study makes a significant contribution by providing a systematic, evidence-based mapping of the HRM research landscape and highlighting both dominant and emerging themes through a bibliometric approach. More importantly, it identifies the marginal yet strategically important position of Islamic HRM, thereby offering a clear direction for future research. Specifically, future studies should focus on integrating Islamic ethical frameworks into digital HRM practices, exploring micro-level organizational dynamics, and fostering international collaboration to build a more inclusive, contextually relevant body of knowledge. In this regard, this study not only advances theoretical understanding but also serves as a strategic reference for developing a new HRM paradigm in State Islamic Universities, bridging the gap between global trends and local institutions' needs.

CONCLUSION

This bibliometric study provides a systematic mapping of the emerging paradigm of human resource management (HRM) by synthesizing publications indexed in Scopus and Crossref, revealing five major thematic clusters, in which economics and HRM remain the dominant research streams, while highlighting the increasing integration of artificial intelligence and the transformation of the paradigm as emerging frontiers. The findings demonstrate a clear evolution of HRM scholarship from conventional theoretical discussions toward technology-enabled, interdisciplinary, and sustainability-oriented perspectives, while identifying a significant research gap in translating conceptual developments into organizational practices, particularly within Islamic State Universities. By offering a comprehensive intellectual structure of the field, this study contributes to the HRM literature by identifying knowledge gaps, emerging research trajectories, and opportunities to develop context-specific HRM frameworks in higher education. Practically, the findings provide evidence-based insights for university leaders, policymakers, and researchers in designing adaptive and sustainable HRM strategies that respond to rapid technological and institutional change. Nevertheless, the study is limited by its reliance on publications retrieved only from Scopus and Crossref within a specific time frame, which may not fully capture the broader evolution of HRM research. Future studies should integrate additional international databases, extend the temporal scope, employ complementary bibliometric techniques and analytical software, and further investigate the interplay between artificial intelligence, strategic HRM, and organizational performance to advance a more comprehensive and globally relevant understanding of the evolving HRM paradigm in higher education.

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