



Intellectual Landscape of Digital Human Resource Management Research: A Bibliometric Mapping Analysis

Padam Bahadur Lama¹, Shreekrishna Kharel^{2*}

Received 11/03/2026

Accepted : 17/05/2026

Published : 30/06/2026

<https://doi.org/10.52919/arebus.v7i1.120>

ABSTRACT

Digital human resource management embraces digital systems to boost effective performance as a strategic path to enhance efficiency. This research aims to analyse the trend of scientific publication, its direction, and the future path of digital human resource management to assess the gravity of the research. The bibliometric analysis and VOS viewer analyzed the Scopus data. A total of 327 Scopus data, including the research articles published in the English language, which covers the study period from 2010 to 2024 employed in the study. This research analyzed annual scientific production, average citations, three-field plots, most relevant sources, core sources by Bradford's Law, most relevant authors, most globally cited documents, most locally cited documents, most relevant affiliations, sources' local impact by H index, countries' scientific production, trend topics, most frequent words, co-occurrence network, bibliographic coupling of authors, and bibliographic coupling of the country. The findings of the study reveal a rising trend of the study theme, digital human resource management, globally adopting the keywords human resource management" and "digital transformation." The findings of this research offer evidence of growing interest of research scholars, which provides a path for future study, and practitioners can adopt a digitalization system in human resource management.

Keywords : Bibliometric Analysis, Digital HRM, Digital Transformation, VOS Viewer.

JEL Codes : M50, M51, M59

How to cite this article

Lama, P.B., & Kharel, S. (2026). Intellectual landscape of digital human resource management research: A bibliometric mapping analysis. *Research in Economics and Business Strategy Journal*. 7(1), 71-91. <https://doi.org/10.52919/arebus.v7i1.120>

¹  PhD Scholar, Tribhuvan University, Saraswati Multiple Campus, Kathmandu, Nepal, padam.lama@smc.tu.edu.np

^{2*}  Corresponding author: PhD, Central Department of Management, Tribhuvan University, shreekrishna.kharel@cdm.tu.edu.np

This work is an open access article, licensed under a [CC BY 4.0](https://creativecommons.org/licenses/by/4.0/)

1. INTRODUCTION

Digital human resource management reflects a mechanism of shift in traditional human resource management (HRM) practice, moving towards an electronic-based personnel management process. Digital human resource management (DHRM) implements HR activities through the adoption of modern technology-based systems and enables traditional HRM to perform HR functions effectively (Lin & Wu, 2023; Cirielli De Mola et al., 2024; Sakib et al., 2025). Interestingly, the evolution of HRM-related technology has existed for a long time, but the transformation and integration of traditional HRM into electronic HRM recently became tremendous in its use, reshaping the doctrine of HR practice (Angrave et al., 2016; Koştı & Kayadibi, 2025).

Moreover, an integration of technology with HRM introduces a novel working modality in the organization, which cultivates employee satisfaction, leading to enhanced productivity and employee retention, and gaining higher commitment. Thus, the use of DHRM makes the entire HR function fast and effective and optimizes better decision-making in the organizational atmosphere (Mourad et al., 2024; Sakib & Islam, 2026). Therefore, a technology-driven HR system is essential in the modern digital era that assures effective functionality and sustainability of the corporation as an electronic evolution reflects a paradigm shift in the strategic implementation while managing intellectual resources (Rodríguez et al., 2025). Essentially, digital transformation in people management practice is vital to stimulate a proper managerial system towards a convenient way that ultimately enhances abilities, competencies, and better performance of the organization (Contreras et al., 2024; Da Silva et al., 2022; Stone et al., 2015).

Interestingly, as the digitalization era emerged in the globe, the personnel management approach required its customization, making it congruent with the technology-friendly framework to retain, satisfy, and optimize the productivity of employees in the organization. Interestingly, the organizational effort to sustain in the competitive scenario and to make the entire system compatible with the pace of technological change, the digitalization of HR is essential that links with organizational success (Bansal et al., 2023). Next, the landscape of DHRM has been changing along with the global economy and market structure; consequently evolution of sophisticated HR technology emerged, and its adoption ultimately enhances better performance with the technology-based knowledge of human resources (Ozili & Arun, 2022).

Additionally, the exploration of digital human resource management through bibliometric analysis offers comprehensive results on academic publication comprising the number of research papers, citations, and helps to track the evolution of the study theme (Zupic & Čater, 2015). Moreover, the bibliometric analysis comprises the quantitative methods discovering the several leading keywords and highly contributing countries (Donthu et al., 2021). Furthermore, the previous research investigated opportunities, challenges, and implications of generative conversational AI for research Dwivedi et al. (2023), IT-enabled competitive advantages in turbulence through improvisational capability Pavlou and El Sawy (2010), key resources for industry Bag et al. (2021), and conceptualizing the future of HRM and technology research (Bondarouk & Brewster, 2016).

Similarly, earlier studies on human resource analytics emphasized on increasing debate on HR analytics Margherita (2022), consumerization and the transformation of IT governance

Gregory et al. (2018), managing the dark side of digitalization for the future of work Bamel et al. (2022), and attention to digital innovation that attempts to explore the influence on managerial team Bendig et al. (2023), and this earlier research concentrates on the diverse field with rare focus on digitalization of human resource management in the organizational sector. Furthermore, particular focus on the digital HRM is rare, with a bibliometric analysis of the theme that discovers the comprehensive theme, direction, future path, and other important insights from the study field.

Next, this study explores the evolving trend of digital HRM, which reveals the most embraced themes and influential authors, comprises the leading sources and countries, and depicts the future direction of the research. Further, this research reflects the research questions: What is the publication trend in the digital human resource management field? Which are the most prolific authors? What are the global and local citation scores of the sources and documents? Which are the most relevant sources? What is the status of sources' local impact? Which are the highly contributing countries? What are the trending topics? To address these research questions, this study utilized bibliometric analysis employing Biblioshiny and VOS viewer software for the analysis. Therefore, the purpose of this study is to analyze the trend, direction, and future path of the theme of digital human resource management. The remainder of this research consists of methodology, results, discussion, and conclusions.

2. METHOD

The study analyzes the research trend, direction, and future pathway of the digital human resource management theme that represents the study period 2010 to 2024. This study used the Scopus dataset of 327 for the analysis. This research involves Scopus data, as it embraces a wide range of sources and a reliable dataset (Baas et al., 2020). The exploration of data was accomplished with a search of research articles and their titles, abstracts, and keywords. This research comprises the article published only in the English language, utilizing the search keywords on human resource management, digital human resources, digital transformation, digital storage, digitalization, digital technologies, and information management.” Similarly, the analysis of the study theme utilized R bibliophagy (Aria & Cuccurullo, 2017) and VOS viewer software. Further, this research analyzes descriptive statistics of the data, annual scientific production, average citations, three-field plot, most relevant sources, core sources by Bradford's Law, most relevant authors, most globally cited documents, most locally cited documents, most relevant affiliations, sources' local impact by H index, countries' scientific production, trend topics, most frequent words, co-occurrence network, bibliographic coupling of authors, and bibliographic coupling of the country.

3. RESULTS

The results section of the research encompasses the descriptive statistics, annual publication, average citations, three-field plot, highly contributing authors, country, co-occurrence of the main keywords, and trend topics. Followings are the results of the study:

Table 1. Descriptive statistics

Description	Results
MAIN INFORMATION ABOUT DATA	
Timespan	2010:2024
Sources (Journals, Books, etc)	156
Documents	327
Annual Growth Rate (%)	29.09
Document Average Age	4.19
Average citations per documents	39.13
References	2750
DOCUMENT CONTENTS	
Keywords Plus (ID)	1655
Author's Keywords (DE)	2412
AUTHORS	
Authors	981
Authors of single-authored documents	34
AUTHORS COLLABORATION	
Single-authored document	36
Co-Authors per document	3.1
International co-authorships (%)	29.36
DOCUMENT TYPES	
Article	327

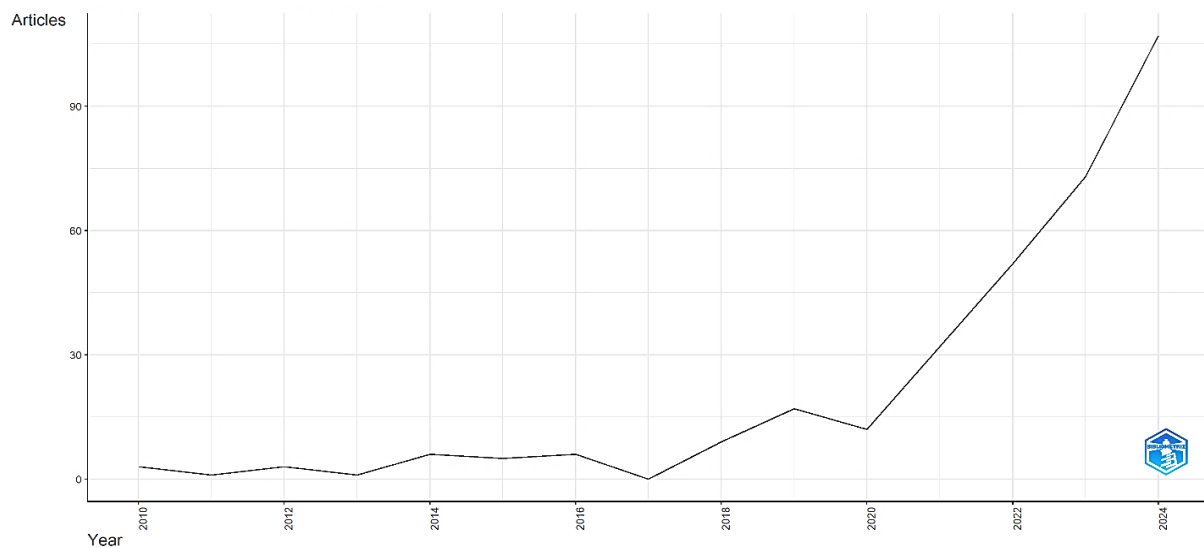
Source: Authors' extraction from Scopus database (2010-2024)

Table 1 reveals descriptive statistics of the main information. The Scopus data comprises the years from 2010 to 2024, which contains a total of 327 records. The annual growth rate of scientific publications was 29.09 percent, with an average age of document of 4.19 and an average citation per document of 39.13 during the study period. Similarly, the total references consist of 2750 with keywords, plus 1655 with the author's keyword 2412. Next, the total number of authors involved is 981, and the authors of single-authored documents comprise 34. Moreover, the authors' collaboration with single-authored documents consists of 36, and co-authors per document include 36, with international co-authorship of 29.36 percent, and consists of 327 research articles.

Annual scientific production

Annual scientific production reveals the number of scientific publication in the field of digital human resource management. These findings cover the study period from 2010 to 2024.

Figure 1. Annual scientific production



Source: Authors' extraction from Scopus database (2010-2024)

Figure 1 reveals the annual scientific production in the area of digital human resource management. This study covers the time period from 2010 to 2024. The research publication shows growing trends in the study field. The rapid increase in the publication started mainly from 2017; particularly, the production of scientific papers in digital human resources increased from the year 2020 onwards.

Table 2. Average citations per year

Year	Mean TC per Article	N	Mean TC per Year	Citable Years
2010	200.33	3	11.78	17
2011	0.00	1	0.00	16
2012	5.67	3	0.38	15
2013	47.00	1	3.36	14
2014	16.17	6	1.24	13
2015	63.00	5	5.25	12
2016	43.00	6	3.91	11
2018	73.89	9	8.21	9
2019	76.53	17	9.57	8
2020	70.83	12	10.12	7
2021	61.78	32	10.30	6
2022	37.06	52	7.41	5
2023	53.62	73	13.40	4
2024	7.74	107	2.58	3

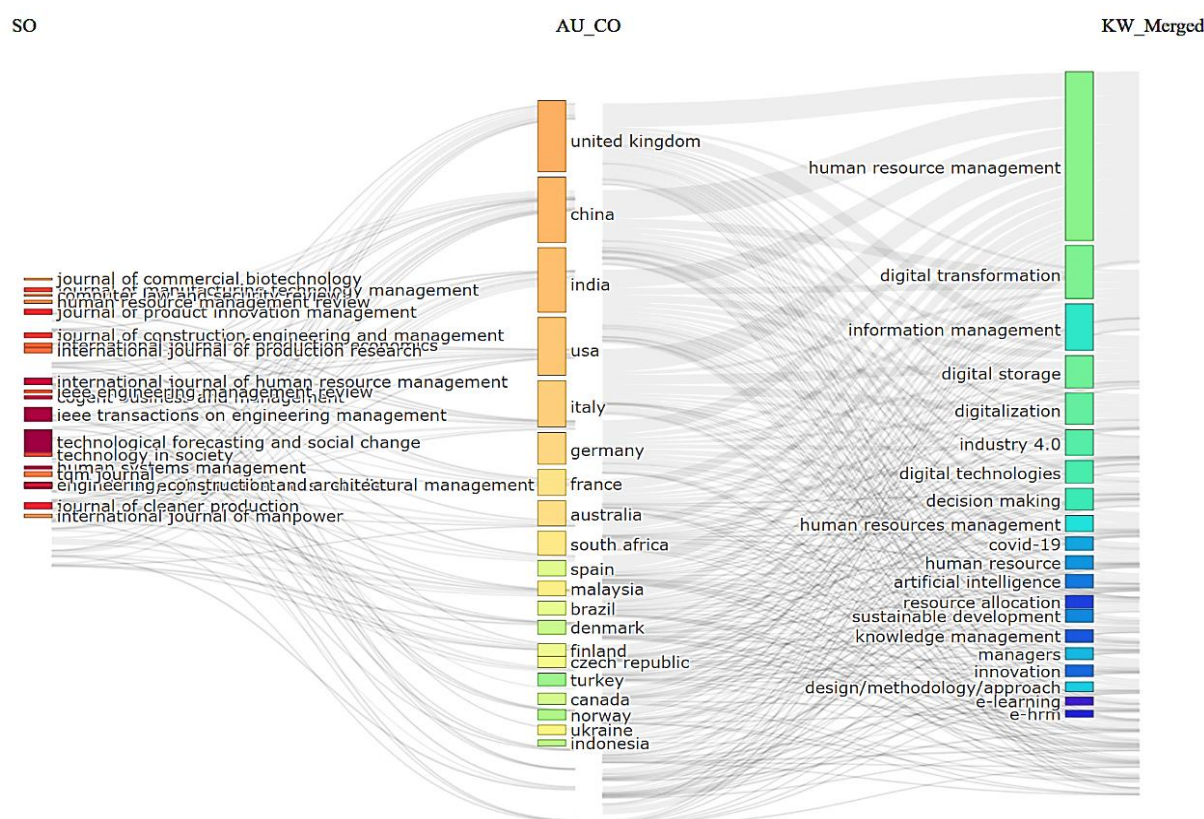
Source: Authors' extraction from Scopus database (2010-2024)

Table 2 reflects the average citation per year covering the years 2010-2024. The mean total citation per article for scholarly publication manifests as 200.33, the highest in 2010 for three documents with 11.78 mean total citations per year. The mean total citation per document in 2012 is 5.67 and the mean total citations per year is 0.38, the lowest citation score. Moreover, the mean total citation per article and per year from 2013 to 2024 remains fluctuating, ranging from 7.74 per article and 2.58 per year citations to 76.53 per document citation with 9.57 per year average citations.

Three-field plot

The three-field plot consists of the three main sections, including the most contributing authors, countries, and sources of the documents from the digital human resource management field. The following figure depicts the three-field plot:

Figure 2. Three-field plot



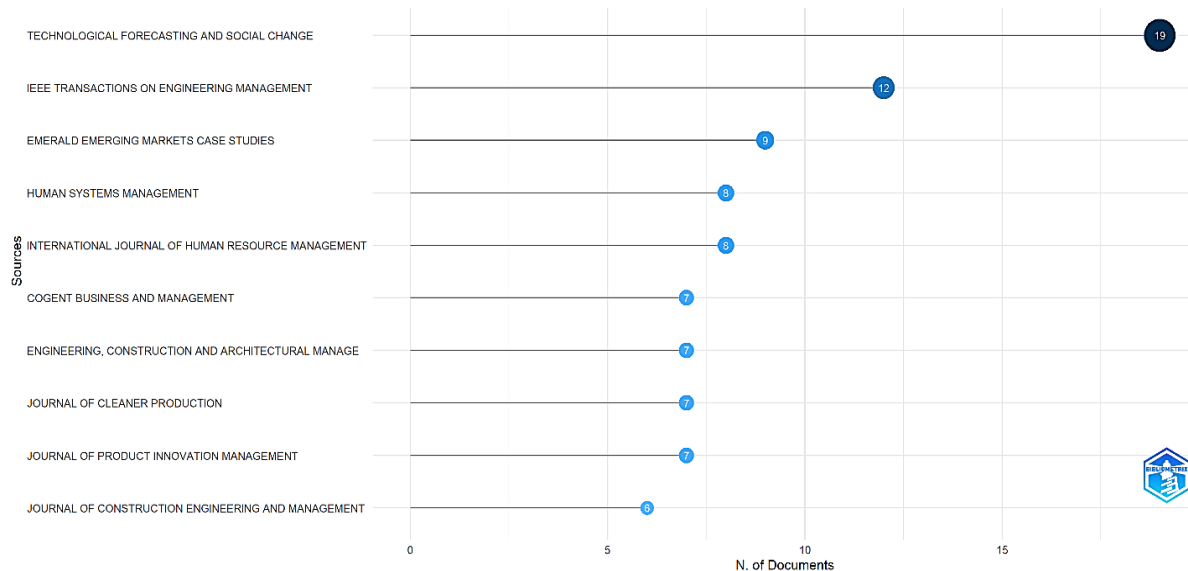
Source: Authors' extraction from Scopus database (2010-2024) via R Biblioshiny

Figure 2 shows the three-field plot, which encompasses main keywords, authors, and sources of academic research papers. The study theme of digital human resources demonstrates human resource management as the leading keyword mostly used by research scholars during the study period, followed by digital transformation keywords. Similarly, the relevant and other keywords are information management, digital transformation, digitalization, digital technology, e-learning, and EHRM. Moreover, the authors' countries involved in scientific contributions include the United Kingdom as a leading country in research works, followed by China. Other countries of authors that highly contribute to the investigation of digital human resources comprise India, the United States of America, Italy, Germany, and France. Finally, the sources of article publication consist of Technological Forecasting and Social Change as a leading source, followed by IEEE Transactions on Engineering Management.

Most relevant sources

Most relevant sources encompass highly contributing sources in the field of digital human resource management, representing the study period from 2010 to 2024.

Figure 3. Most relevant sources



Source: Authors' extraction from Scopus database (2010-2024)

Figure 3 represents the sources of documents that comprise Technological Forecasting and Social Change as the top source, which includes 19 publications during the study period, followed by IEEE Transactions on Engineering Management with 12 scholarly productions. Similarly, Emerald Emerging Markets Case Studies consists of nine documents, and Human System Management and International Journal of Human Resource Management represent eight papers for each source. Finally, Cogent Business and Management, Engineering Constructions and Architectural Management, the Journal of Cleaner Production, and the Journal of Product Innovation Management contain seven publications for each source, additionally depicting six scientific documents for the Journal of Construction Engineering and Management.

Table 3. Core sources by Bradford's law

S.N.	Sources	Frequency	Bradford's Law	
			Rank	Zone
1	Technological Forecasting and Social Change	19	1	Zone 1
2	IEEE Transactions on Engineering Management	12	2	Zone 1
3	Emerald Emerging Markets Case Studies	9	3	Zone 1
4	Human Systems Management	8	4	Zone 1
5	International Journal of Human Resource Management	8	5	Zone 1
6	Cogent Business and Management	7	6	Zone 1
7	Engineering, Construction and Architectural Management	7	7	Zone 1
8	Journal of Cleaner Production	7	8	Zone 1
9	Journal of Product Innovation Management	7	9	Zone 1
10	Journal of Construction Engineering and Management	6	10	Zone 1

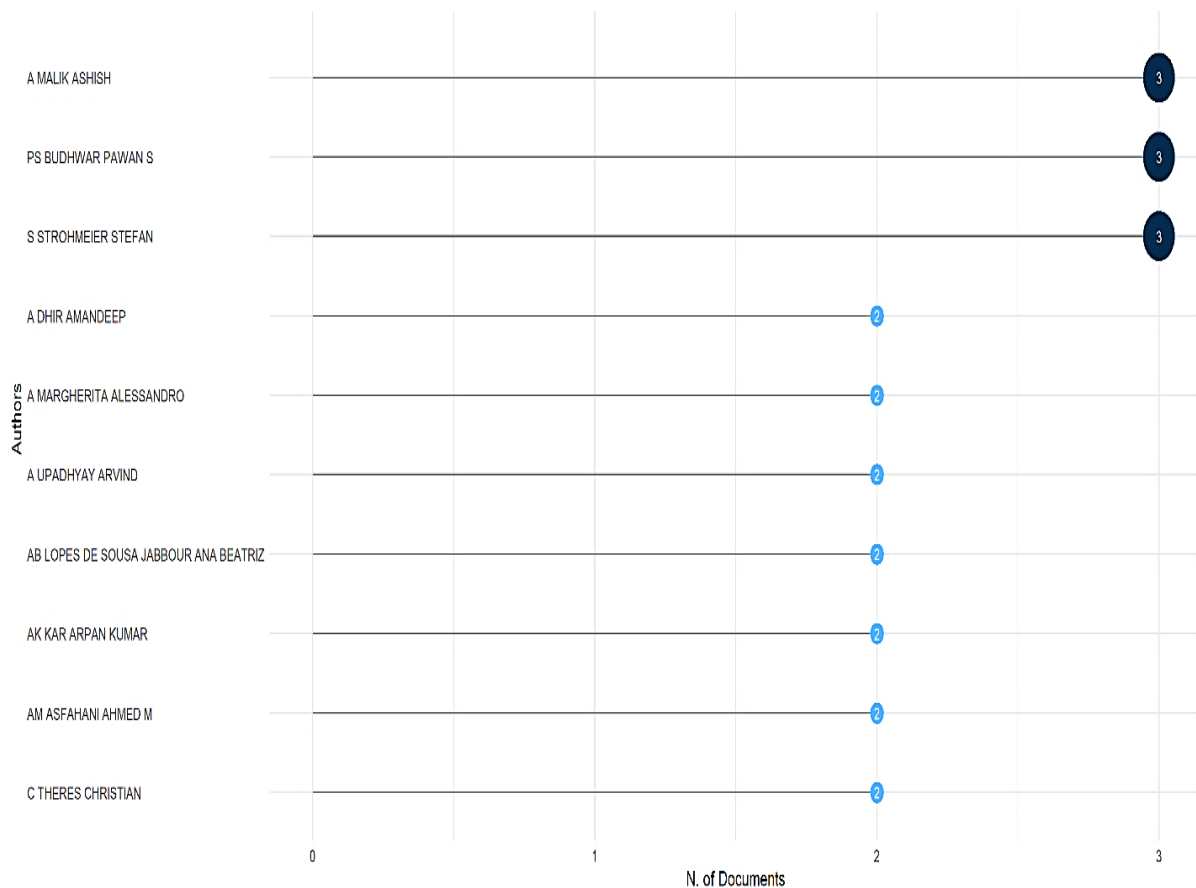
Source: Authors' extraction from Scopus database (2010-2024)

Table 3 represents course sources by Bradford's law, which comprises the top ten sources placed in rank based on scientific productions during the study period. Technological Forecasting and Social Change contains 19 articles and is ranked in the first position, followed by IEEE Transactions on Engineering Management. Emerald Emerging Markets Case Studies reveals nine research papers holding in third rank. Similarly, Human System Management and International Journal of Human Resource Management represent eight articles for each source, which ranked in fourth and fifth positions. Moreover, Cogent Business and Management, Engineering, Construction and Architectural Management, Journal of Cleaner Production, and Journal of Product Innovation Management involve seven research documents ranking in sixth to ninth position, respectively. Finally, the Journal of Construction Engineering and Management contains six research papers in tenth position.

Most relevant authors

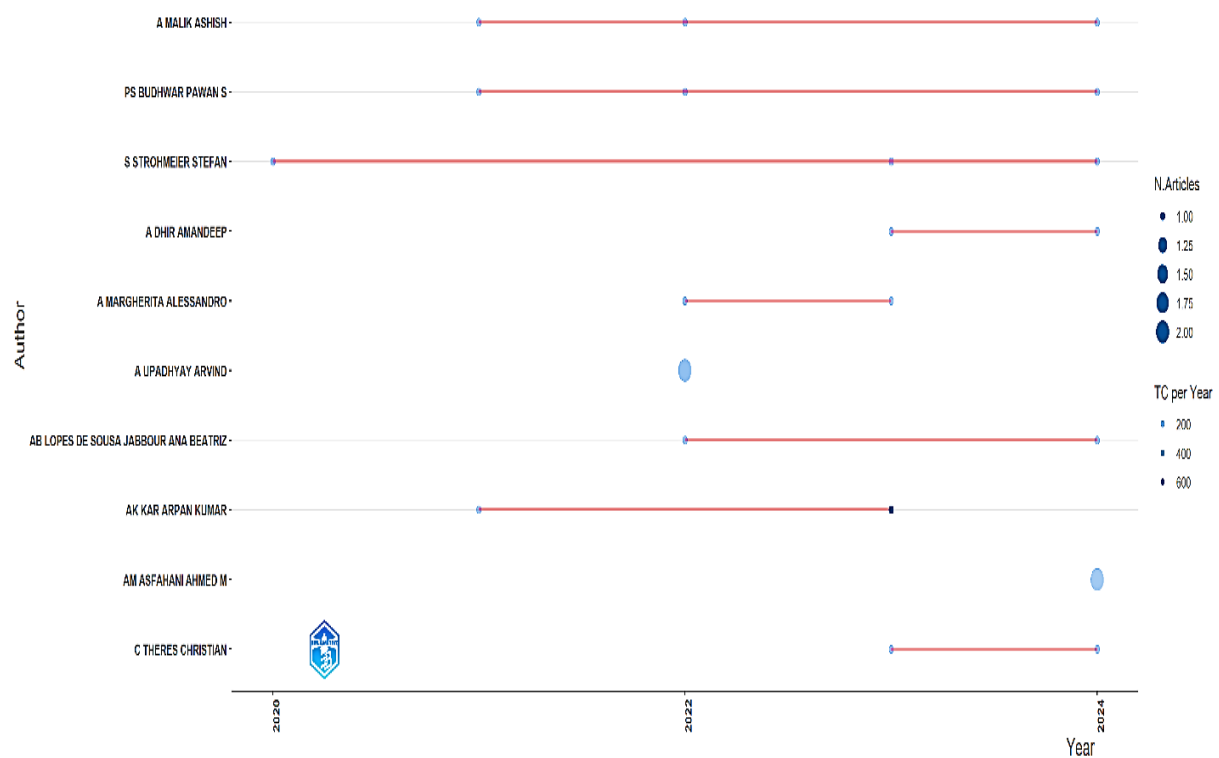
Most relevant authors reveal the most contributing authors in the digital human resource management theme during the study period from 2010 to 2024. This result comprises the leading authors for the scientific contribution.

Figure 4. Most relevant authors



Source: Authors' extraction from Scopus database (2010-2024)

Figure 5. Authors' production over time

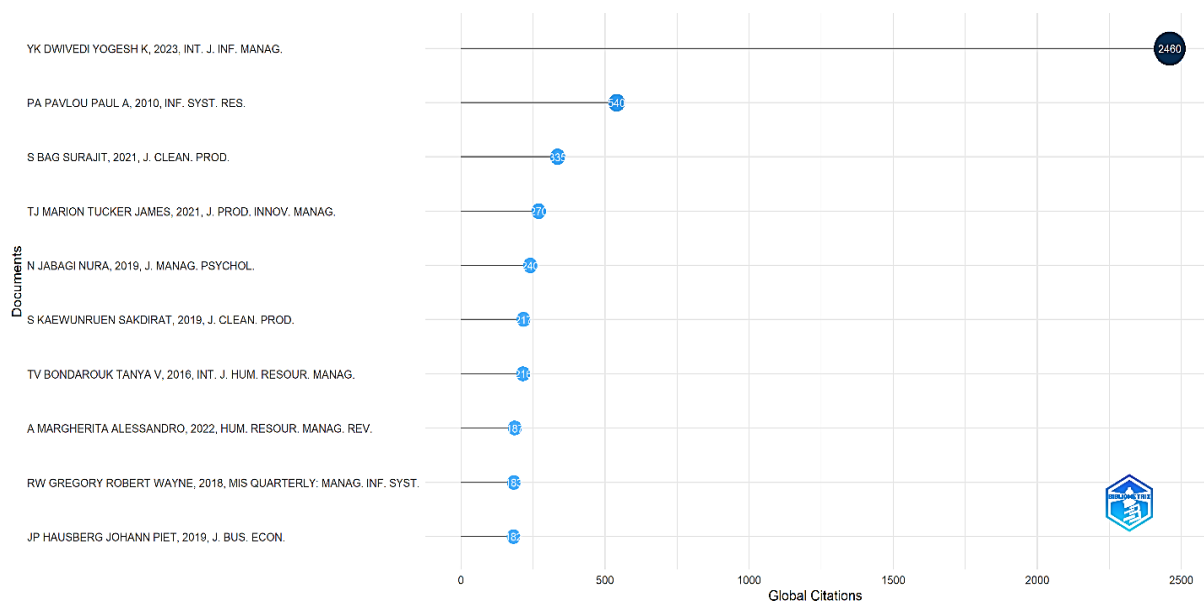


Source: Authors' extraction from Scopus database (2010-2024)

Figure 4 and 5 reflect the most relevant authors and their scientific production in the field of digital human resource management. Author Malik A remains as the most contributing author with three research publications, along with Budhwar P, and Strohmeier S, representing three publications for each author. Similarly, the remaining authors as most contributing authors, involve Dhir A, Margherita A, Upadhyay A, Sousa Jabbour, Kar A K, Asfahani A M, and Theres C with two research papers in the digital human resource management theme.

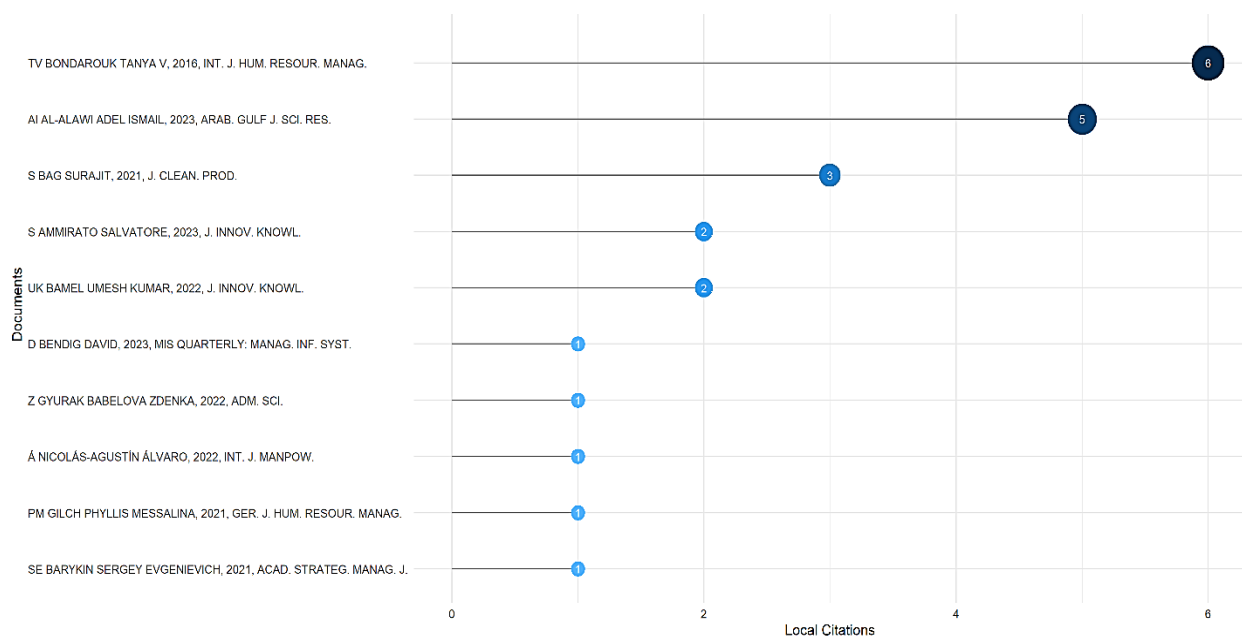
Most global cited documents

Most globally cited documents comprise the globally cited leading research documents published mainly in the field of digital human resource management. The following figure shows the most globally cited documents.

Figure 6. Most global cited documents

Source: Authors' extraction from Scopus database (2010-2024)

Figure 6 shows the most globally cited documents comprising global citations in horizontal lines and documents in the horizontal lines. Global citation of Dwivedi et al. (2023) depicts the highest 2460 global citations during the study period, followed by Pavlou and El Sawy (2010), with 540 global citations. Similarly, the global citation of (Bag et al., 2021a) depicts 335, the research work of Marion and Fixson (2021) reveals 270, Jabagi et al. (2019) has 240, and the publication of Kaewunruen and Lian (2019) has 217 global citations. Bondarouk and Brewster (2016) depict 216 global citations, Margherita (2022) 187, Gregory et al. (2018) 183, and the research work of Hausberg et al. (2019) depicts 182 global citations.

Figure 7. Most local cited documents

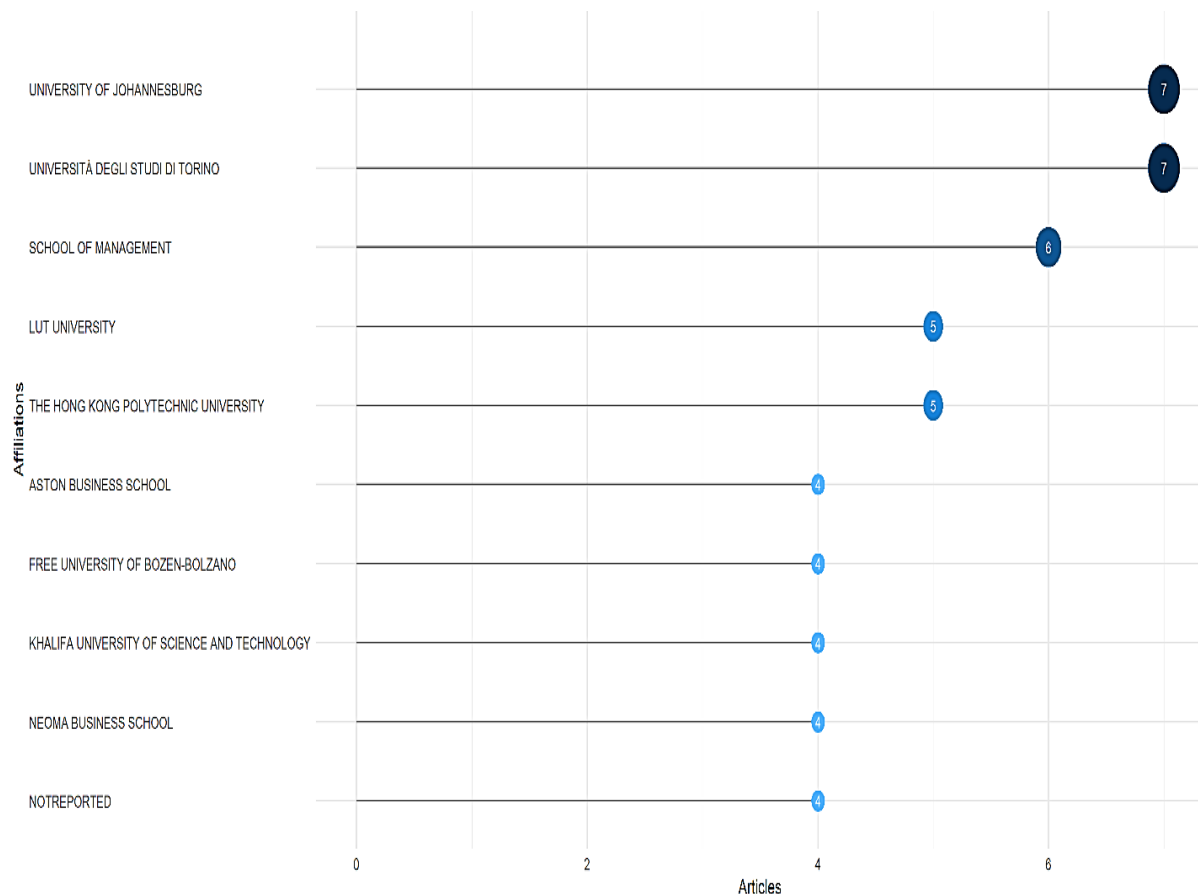
Source: Authors' extraction from Scopus database (2010-2024)

Figure 7 shows the most locally cited documents. The graphical presentation of the locally cited documents comprised local citations in the horizontal line and documents in the vertical line. The document by Bondarouk and Brewster (2016) reveals the six local citations as the highest citation score, followed by the citation score of five on the scientific work by Al-Alawi et al. (2023). Similarly, local citation on the documents by Bag et al. (2021) depicts three, and Ammirato et al. (2023), and Bamel et al. (2022) exhibit two citation scores for each author and source during the study period. Moreover, the citation score on the work by Bendig et al. (2023), Nicolás-Agustín et al. (2022), and Gilch and Sieweke (2021) contains one for each author and source.

Most relevant affiliations

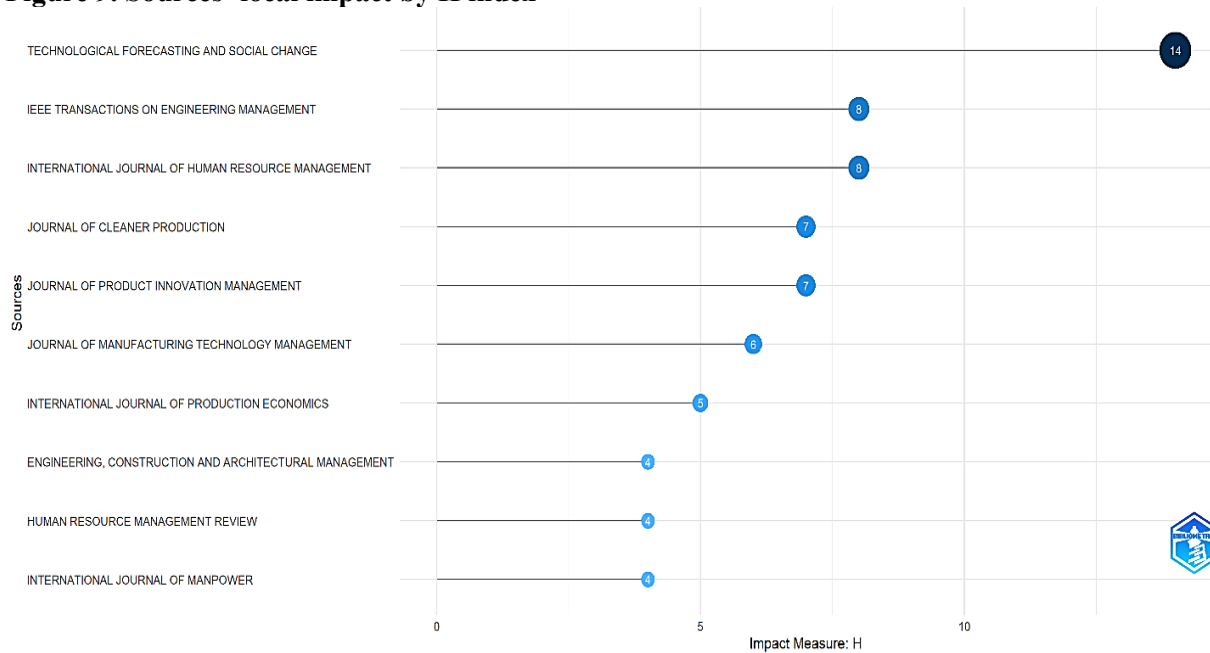
The most relevant affiliation encompasses the number of affiliations and the number of academic research publications in the field of digital human resources. The following graph depicts the most relevant affiliations.

Figure 8. Most relevant affiliations



Source: Authors' extraction from Scopus database (2010-2024)

Figure 8 exhibits the most relevant affiliations. The graphical presentation of the relevant articles comprises the horizontal line and the most relevant affiliations in the vertical line. The University of Johannesburg and Università Degli Studi Di Torino represent the scientific production of seven publications from each source in the field of digital human resource management. Similarly, the School of Management revealed six publications during the study period. Lut University and The Hong Kong Polytechnic University present five research papers for each source. Aston Business School, Free University of Bozen-Bolzano, Khalifa University of Science and Technology, Neoma Business School, and Notreported contain four research publications for each source.

Figure 9. Sources' local impact by H index

Source: Authors' extraction from Scopus database (2010-2024)

Figure 9 represents the sources' local impact by H index. The local impact, as measured by the H-index, includes ten highly impactful sources that relate to the theme of digital human resource management. The Technological Forecasting and Social Change depicts the highest local impact with an H-index of fourteen, followed by IEEE Transactions on Engineering Management and International Journal of Human Resource Management with an H-index for each source. Similarly, the Journal of Cleaner Production and the Journal of Product Innovation Management reveal seven H-indexes for each source. The Journal of Manufacturing Technology Management and the International Journal of Production Economics have six and five H-index, respectively. Next, Engineering, Construction and Architectural Management, Human Resource Management Review, and International Journal of Manpower represent four H-indexes for each source.

Table 4. Countries' scientific production

S.N.	Country	Frequency
1	UK	77
2	CHINA	75
3	INDIA	72
4	USA	67
5	ITALY	42
6	GERMANY	39
7	AUSTRALIA	31
8	FRANCE	26
9	SOUTH AFRICA	25
10	MALAYSIA	21

Source: Authors' extraction from Scopus database (2010-2024)

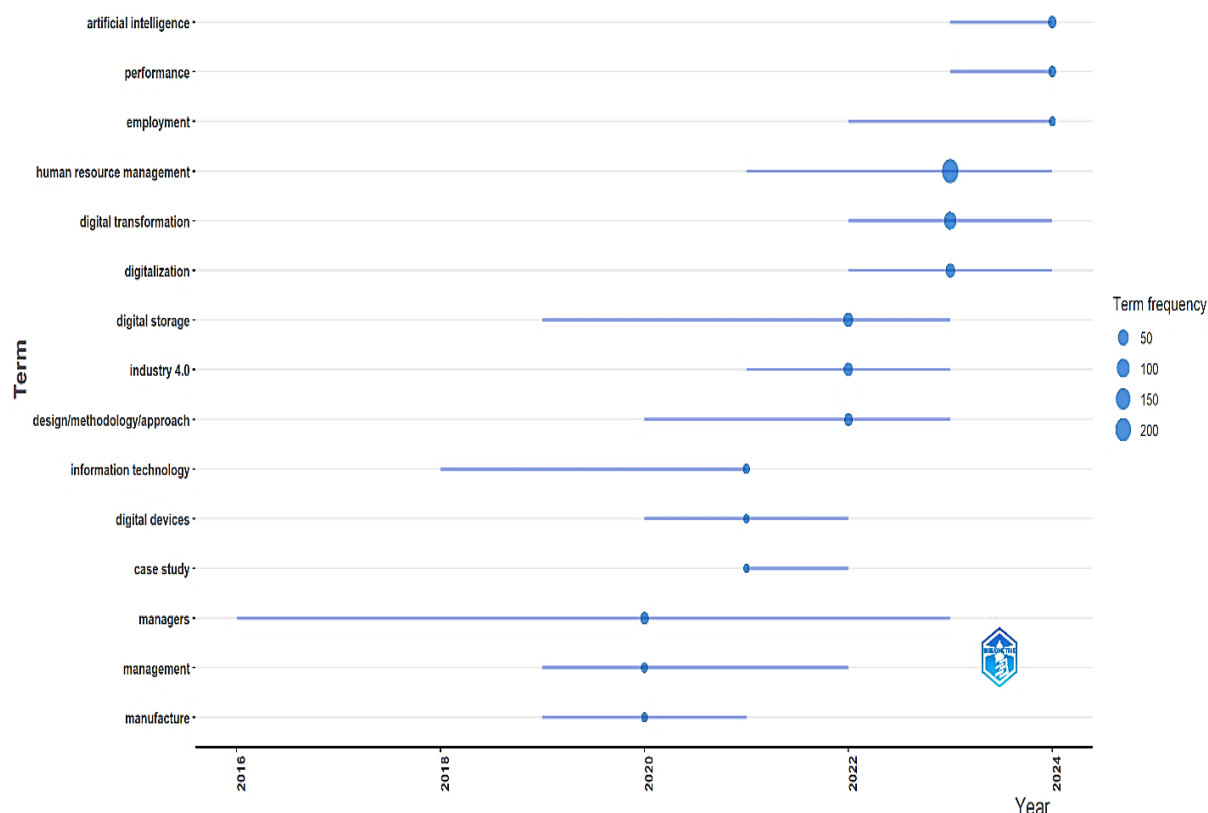
Table 4 represents the countries' scientific production. This result comprises ten highly contributing countries. The United Kingdom is revealed as a leading country in the publication research poster in the digital human resource management theme, with seven documents, followed by China with 75 publications during the study period. Similarly, India represents 72 scientific works, the United States

of America depicts 67 publications, Italy 42, Germany 39, Australia 31, France 26, South Africa 25, and Malaysia 21 publications.

Trend topics

The trend topic comprises the main keywords with their occurrences in the field of digital human resource management during the study period. The following figure reflects the trend topics.

Figure 10: Trend topics



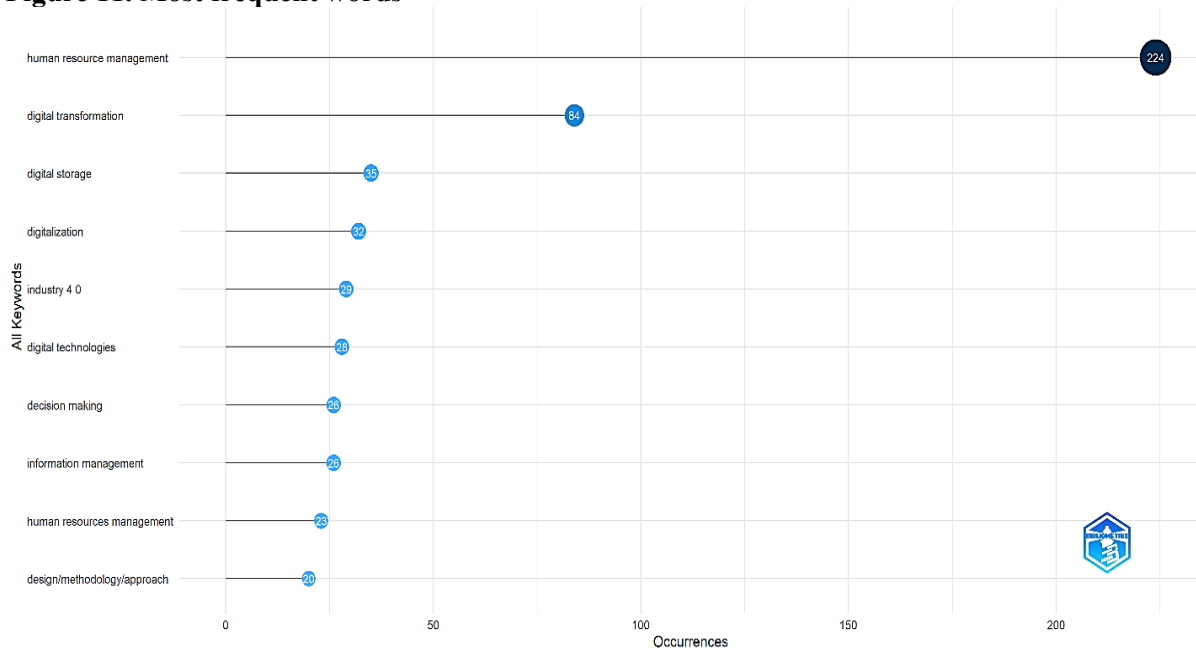
Source: Authors' extraction from Scopus database (2010-2024)

Figure 10 manifests trend topics. The graphical presentation of trend topics comprises fifteen keywords in trend topics. The term “managers” occurred eighteen times from 2016 to 2023, management nine times from 2019-2022, manufacture eight times from 2019-2021, and information technology nine times from 2018 to 2021. Similarly, the terms case study and digital devices represent seven occurrences in 2021-2022 and 2020-2022, respectively. Moreover, the digital storage keyword occurred 35 times in 2019-2023, and design/methodology/approach reveals 20 occurrences in 2020-2023. Moreover, the human resource management keyword was mostly adopted in the study during 2021 onwards, with 224 occurrences as the highest frequency, followed by digital transformation with 84 occurrences in 2022-2024. Additionally, the digitalization keyword depicts the frequency 32 from 2022 onwards. Furthermore, artificial intelligence exhibits 16 frequencies in 2023-2024, performance 11 frequencies in 2023-2024, and employment with eight frequencies in 2022-2024. This trend graph shows human resource management and digital transformation as highly trending topics.

Most frequent words

Most frequent words represent the keywords mostly used by the research scholars in the field of digital human resource management, which are depicted below:

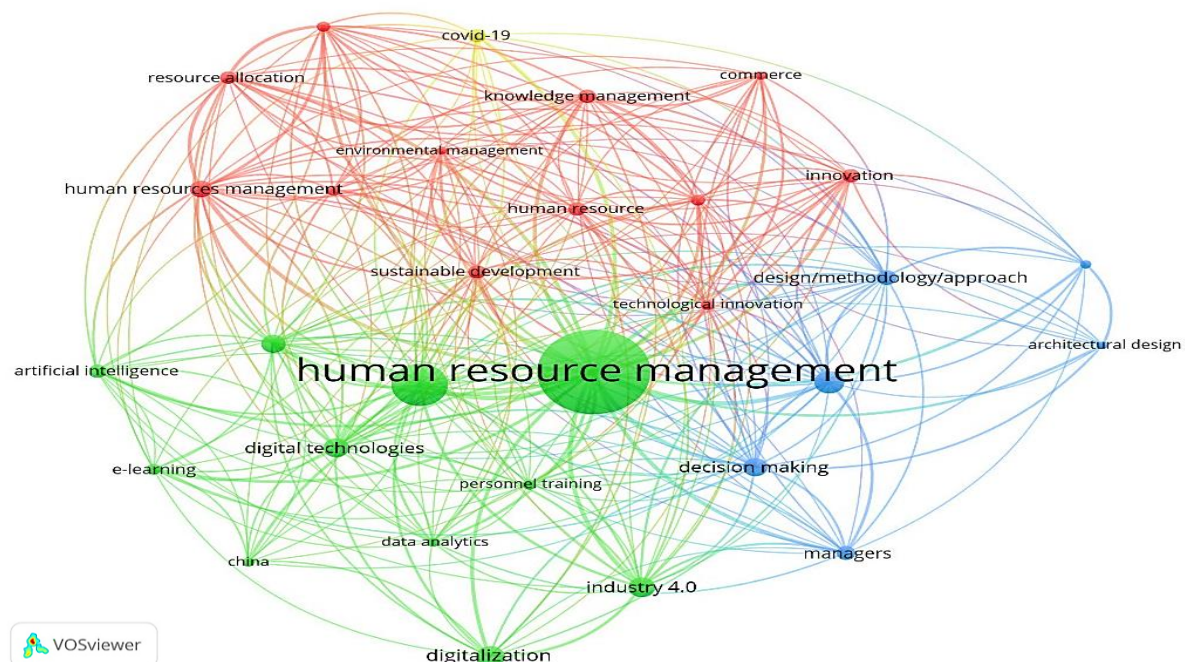
Figure 11. Most frequent words



Source: Authors' extraction from Scopus database (2010-2024)

Figure 11 shows the most frequent words. The graphical presentation of the most frequent words demonstrates highly occurring keywords in the field of digital human resource management during the study period. These keywords are placed in order based on the frequency. Human resource management exhibits 224 occurrences, followed by digital transformation with 84 occurrences. Similarly, digital storage 35, digitalization 32, industry 29, digital technologies 28, decision making 26, information management 26, human resources management 23, and design/methodology/approach 20 digitalization with 20 occurrences during the study period.

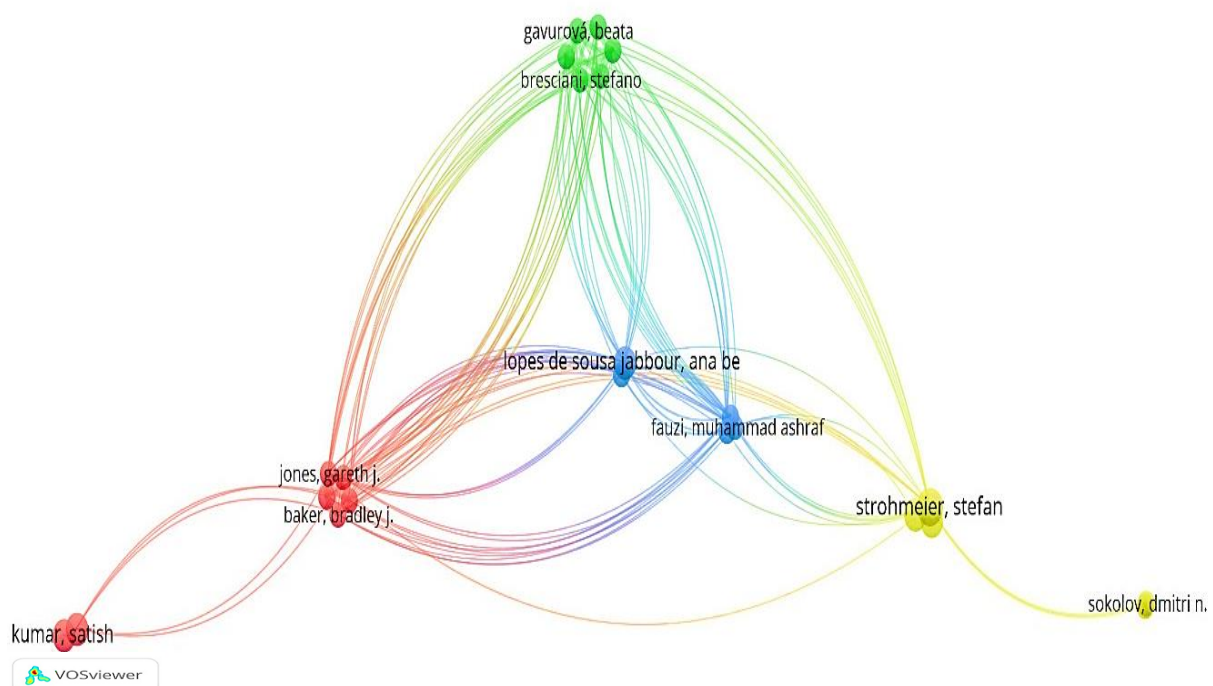
Figure 12. Co-occurrence network



Source: Authors' extraction from Scopus database (2010-2024) via VOSviewer

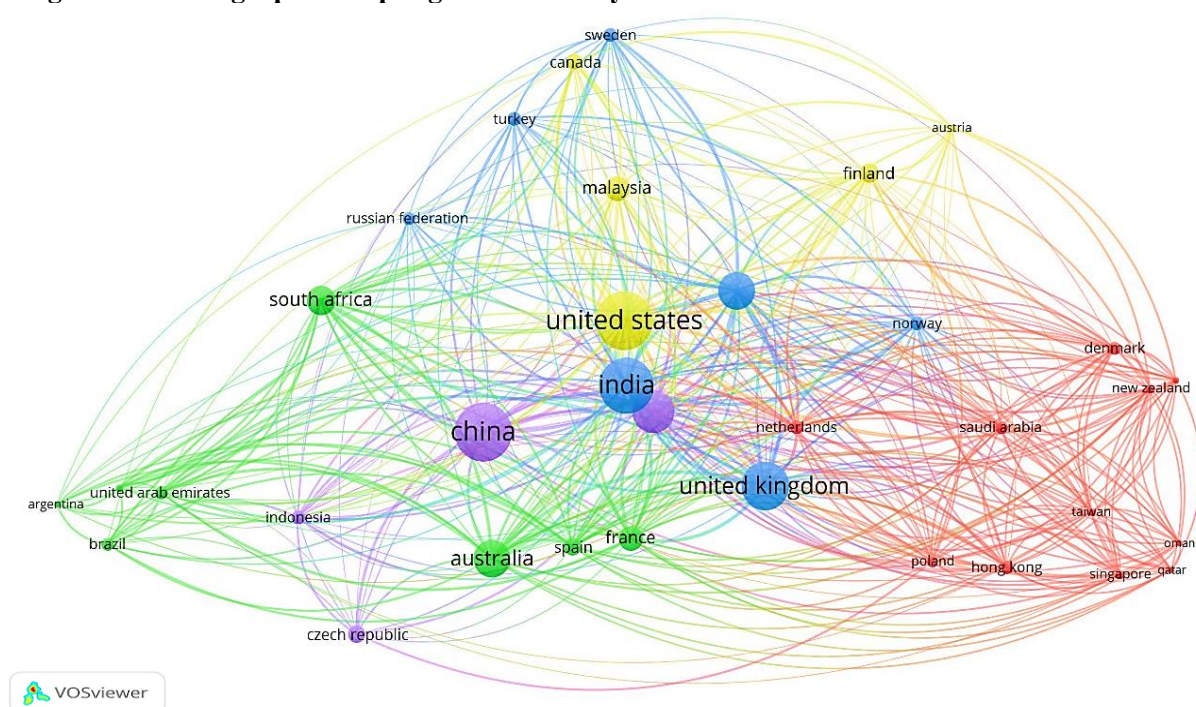
Figure 12 depicts a co-occurrence network. The study theme, digital human resource management, represents co-occurrence during the study period. This result comprises data selection criteria, with a minimum number of occurrences of the keyword of five. Out of the 2413 keywords, 106 meet the threshold. Finally, the number of keywords selected for the analysis is 30. Four different colors represent distinct clusters of the study areas and their networks. The green colour clusters represent areas of study themed around human resource management, as the leading keywords, followed by information management. Other keywords in this green color cluster depict digital technology, artificial intelligence, e-learning, and digitalization. Moreover, the blue colour cluster represents keywords decision making, managers, and architectural design. Next, keywords in the red colour cluster represent human resource management, resource allocation, knowledge management, human resource and technological innovation.

Figure 13. Bibliographic coupling of authors



Source: Authors' extraction from Scopus database (2010-2024) via VOSviewer

Figure 13 reveals bibliographic coupling of authors. authors and their network. The data selection criteria involve a maximum number of authors per documents includes 25. The minimum number of documents for an author is one, and the minimum number of citations for an author is one. Out of the 981 authors, 912 meet the thresholds. The final number of authors selected for the analysis was 25. Four distinct clusters of authors with blue, red, green, and yellow color involve with their network in the field of digital human resource management. Authors in green color include Gavurova, Beata, Bresciani, and Stefano. Authors in red color cluster include Jones, Gareth, Baker, and Bradley. Similarly, Authors in the blue color cluster represent Lopes De Sousa Jabbour, Ana Be, Fauzi, and Muhammad Ashraf. Finally, the yellow color cluster includes Strohmeier, Stefan, Sokolov, and Dmitri.

Figure 14. Bibliographic coupling of the country

Source: Authors' extraction from Scopus database (2010-2024) via VOSviewer

Figure 14 depicts bibliographic coupling of the country. The most contributing countries involved in the network clustering are in green, yellow, red, and purple colors. The data selection criteria comprise the maximum number of countries per documents 25, the minimum number of documents per country is one, and the minimum number of citations per country is one. Out of the 73 countries, 32 meet the thresholds. The number of countries finally selected for the analysis includes 35 countries. The countries in the yellow color cluster and in the network involves United States, Malaysia, Canada, Finland, and Austria. Similarly, the blue color cluster represents the countries United Kingdom, India, Germany, Norway, Sweden, Turkey, and the Russian Federation. The red color cluster involves Netherlands, Saudi Arabia, Denmark, New Zealand, Taiwan, Hong Kong, Poland, Singapore, Oman, and Qatar. Finally, the green color cluster involves South Africa, the United Arab Emirates, Argentina, Brazil, Australia, Spain, and France. Finally, the purple colour cluster involves China, Indonesia, and the Czech Republic.

4. DISCUSSION

The bibliometric analysis on digital human resource management comprises the Scopus dataset for the analysis of research trends, direction, and future direction. The analysis involves annual scientific production, average citations, a three-field plot, the most relevant sources, core sources by Bradford's Law, most relevant authors, most global cited documents, most local cited documents, most relevant affiliations, sources' local impact by H index, countries' scientific production, trend topics, most frequent words, co-occurrence network, bibliographic coupling of authors, and bibliographic coupling of the country. The findings of the study revealed that the research trend in the field of digital human resource management rises during the study period from 2010 to 2024, and mostly rises from the year 2020 onwards. This finding is consistent with the findings (Gupta et al., 2025; Koştı & Kayadibi, 2025; Sakib et al., 2025). Similarly, the mean total citation per article remained highest in the year 2010 with 200.33 mean total citation per article with 11.78 total citation per year in 2010 followed by mean total citation per article with 76.53 mean total citation per article and 9.57 mean total citation per

year in 2019. The three-field plot and bibliographic coupling of the country exhibit human resource management and digital transformation as the leading keywords in the study field, which shows the United Kingdom, China, and India as leading countries. Next, this result shows Technological Forecasting and Social Change as the leading source for the publication. The result on most relevant source and Bradford's Law additionally depicts as the leading source with nineteen research publications during the study period. The highly contributing authors, as the most relevant authors and with the result from authors' production over time, include Malik A, Budhwar, and Strohmeier, with three scientific publications. Most global cited document comprises the work by Dwivedi et al. (2023) with 2460 global citation scores. Similarly, most local cited document includes the work by Bondarouk and Brewster (2016) with six local citation score during the study period. Most relevant affiliation depicts the University of Johannesburg as a highly contributing affiliation with seven publications. Next, the sources' local impact by H index consists of Technological Forecasting and Social Change as the leading and highly impactful source with an H-index of fourteen. Moreover, the highly contributing country involves the United Kingdom as a leading country in the field of digital human resource management with seventy-seven occurrences, followed by China with seventy-five research publications during the study period. The trend topic manifests that the keyword "human resource management gained popularity from 2021 onwards, and "digital transformation" gained popularity from 2022 onwards as highly adopted keywords in the study field. Additionally, human resource management and digital transformation exhibit as most frequent words, and similar evidence is depicted through the co-occurrence network. Bibliographic coupling of authors comprises twenty-five authors linking through the publication network in the digital human resource management area.

5. CONCLUSION

The main purpose of the study is to analyze the trend, direction, and future path of digital human resource management research through bibliometric analysis, which represents the study period from 2010 to 2024. The study analyses annual scientific production, average citations, three-field plot, most relevant sources, core sources by Bradford's Law, most relevant authors, most global cited documents, most local cited documents, most relevant affiliations, sources' local impact by H index, countries' scientific production, trend topics, most frequent words, co-occurrence network, bibliographic coupling of authors, and bibliographic coupling of the country. The result of the study exhibits that the research in digital human resource management raises the gravity of research during the study period. It depicts the transformation of human resource management gained popularity, manifesting the significance of the study theme. Similarly, the citation score for the publication demonstrates its highest in the year 2010 and increases its citing works among the research scholars, that demonstrate attraction of the study theme. The results from the three-field plot and bibliographic coupling of the country depict human resource management and digital transformation as leading keywords. It exhibits that the study field gained broader miles and emphasizes the digitalization of human resource management. Moreover, the highly contributing countries involve United Kingdom, China, and India. It concludes that the investigation on digital human resource management globally gained popularity in eastern and in western regions, enhancing the global coverage of the study.

Furthermore, the leading source comprises Technological Forecasting and Social Change, and highly contributing authors include Malik A, Budhwar, and Strohmeier. Additionally, most globally cited document consists the work by Dwivedi et al. (2023), and most locally cited document includes the work by Bondarouk and Brewster (2016). Next, the most relevant affiliation depicts the University of Johannesburg as a highly contributing affiliation and sources' local impact by H index, which consists of Technological Forecasting and Social Change. The trend topic manifests that the keyword human resource management gained popularity from 2021 onwards, and digital transformation gained popularity from 2022 onwards as highly adopted keywords in the study field. Additionally, human resource management and digital transformation exhibit as most frequent words, and similar evidence is depicted through the co-occurrence network. Bibliographic coupling of authors comprises twenty-five authors linking through the publication network in the digital human resource management area. This evidence concludes that the study theme human resource management gained its density during the study period, which depicts the rising research trend and growing attraction among the research scholars, advocating that the transformation of human resource management into digitalization is indispensable in the corporate sector. Therefore, the findings of this study construct a foundation for future investigation of the study theme and establish a benchmark for the corporate house to embrace digitalized human resource management in the organization. This study offers evidence to strategists, practitioners, and stakeholders of the organization that crafts a pathway to customize and implement the digital human resource management practices. However, this study has limitations as it draws a conclusion based on bibliometric analysis. Moreover, it contains the dataset only from Scopus sources and excludes the dataset from Web of Science. The study comprises only the research articles published in the English language. Therefore, the future study can take place, including other sources of datasets, including research articles published in other languages.

REFERENCES:

- Al-Alawi, A. I., Messaadia, M., Mehrotra, A., Sanosi, S. K., Elias, H., & Althawadi, A. H. (2023). Digital transformation adoption in human resources management during COVID-19. *Arab Gulf Journal of Scientific Research*, 41(4), 446–461. <https://doi.org/10.1108/AGJSR-05-2022-0069>
- Ammirato, S., Felicetti, A. M., Linzalone, R., Corvello, V., & Kumar, S. (2023). Still our most important asset: A systematic review on human resource management in the midst of the fourth industrial revolution. *Journal of Innovation & Knowledge*, 8(3), 100403. <https://doi.org/10.1016/j.jik.2023.100403>
- Angrave, D., Charlwood, A., Kirkpatrick, I., Lawrence, M., & Stuart, M. (2016). HR and analytics: Why HR is set to fail the big data challenge. *Human Resource Management Journal*, 26(1), 1–11. <https://doi.org/10.1111/1748-8583.12090>
- Aria, M., & Cuccurullo, C. (2017). bibliometrix: An R-tool for comprehensive science mapping analysis. *Journal of Informetrics*, 11(4), 959–975. <https://doi.org/10.1016/j.joi.2017.08.007>

- Baas, J., Schotten, M., Plume, A., Côté, G., & Karimi, R. (2020). Scopus as a curated, high-quality bibliometric data source for academic research in quantitative science studies. *Quantitative Science Studies*, 1(1), 377–386. https://doi.org/10.1162/qss_a_00019
- Bag, S., Yadav, G., Dhamija, P., & Kataria, K. K. (2021a). Key resources for industry 4.0 adoption and its effect on sustainable production and circular economy: An empirical study. *Journal of Cleaner Production*, 281, 125233. <https://doi.org/10.1016/j.jclepro.2020.125233>
- Bag, S., Yadav, G., Dhamija, P., & Kataria, K. K. (2021b). Key resources for industry 4.0 adoption and its effect on sustainable production and circular economy: An empirical study. *Journal of Cleaner Production*, 281, 125233. <https://doi.org/10.1016/j.jclepro.2020.125233>
- Bamel, U., Kumar, S., Lim, W. M., Bamel, N., & Meyer, N. (2022). Managing the dark side of digitalization in the future of work: A fuzzy TISM approach. *Journal of Innovation & Knowledge*, 7(4), 100275. <https://doi.org/10.1016/j.jik.2022.100275>
- Bansal, A., Panchal, T., Jabeen, F., Mangla, S. K., & Singh, G. (2023). A study of human resource digital transformation (HRDT): A phenomenon of innovation capability led by digital and individual factors. *Journal of Business Research*, 157, 113611. <https://doi.org/10.1016/j.jbusres.2022.113611>
- Bendig, D., Wagner, R., Piening, E. P., & Foege, J. N. (2023). Attention to digital innovation: Exploring the impact of a chief information officer in the top management team. *MIS Quarterly*, 47(4), 1487–1516. <https://doi.org/10.25300/MISQ/2023/17152>
- Bondarouk, T., & Brewster, C. (2016). Conceptualising the future of HRM and technology research. *The International Journal of Human Resource Management*, 27(21), 2652–2671. <https://doi.org/10.1080/09585192.2016.1232296>
- Cirielli De Mola, I. G., Napoli, L., Giancotti, F., & Caputo, F. (2024). Decoding the journey towards digital work processes. Reflections on the impact of agile working on knowledge hiding and knowledge sharing. *Journal of the Knowledge Economy*, 16(1), 5371–5384. <https://doi.org/10.1007/s13132-024-02044-2>
- Contreras, F., Jauregui, K., & Rank, S. (2024). The intellectual structure of human resource management and digitalization research: A bibliometric-mapping analysis. *Journal of Engineering and Technology Management*, 73, 101829. <https://doi.org/10.1016/j.jengtecman.2024.101829>
- Da Silva, L. B. P., Soltovski, R., Pontes, J., Treinta, F. T., Leitão, P., Mosconi, E., De Resende, L. M. M., & Yoshino, R. T. (2022). Human resources management 4.0: Literature review and trends. *Computers & Industrial Engineering*, 168, 108111. <https://doi.org/10.1016/j.cie.2022.108111>
- Donthu, N., Kumar, S., Mukherjee, D., Pandey, N., & Lim, W. M. (2021). How to conduct a bibliometric analysis: An overview and guidelines. *Journal of Business Research*, 133, 285–296. <https://doi.org/10.1016/j.jbusres.2021.04.070>

- Dwivedi, Y. K., Kshetri, N., Hughes, L., Slade, E. L., Jeyaraj, A., Kar, A. K., Baabdullah, A. M., Koohang, A., Raghavan, V., Ahuja, M., Albanna, H., Albashrawi, M. A., Al-Busaidi, A. S., Balakrishnan, J., Barlette, Y., Basu, S., Bose, I., Brooks, L., Buhalis, D., ... Wright, R. (2023). Opinion paper: “So what if ChatGPT wrote it?” Multidisciplinary perspectives on opportunities, challenges and implications of generative conversational AI for research, practice and policy. *International Journal of Information Management*, 71, 102642. <https://doi.org/10.1016/j.ijinfomgt.2023.102642>
- Gilch, P. M., & Sieweke, J. (2021). Recruiting digital talent: The strategic role of recruitment in organisations’ digital transformation. *German Journal of Human Resource Management: Zeitschrift Für Personalforschung*, 35(1), 53–82. <https://doi.org/10.1177/2397002220952734>
- Gregory, R. W., Kaganer, E., Henfridsson, O., & Ruch, T. J. (2018). It consumerization and the transformation of IT governance1. *MIS Quarterly*, 42(4), 1225–1253. <https://doi.org/10.25300/MISQ/2018/13703>
- Gupta, N., Maheshwari, H., Garg, N., Agarwal, A. K., & Ghosh, M. (2025). A bibliometric analysis of three decades of research on human–computer interaction and human resource management. In S. Bhattacharyya, J. S. Banerjee, M. Köppen, S. Nayak, & J. Platos (Eds.), *Human-Centric Smart Computing* (Vol. 440, pp. 269–284). Springer Nature Singapore. https://doi.org/10.1007/978-981-96-3420-0_23
- Hausberg, J. P., Liere-Netheler, K., Packmohr, S., Pakura, S., & Vogelsang, K. (2019). Research streams on digital transformation from a holistic business perspective: A systematic literature review and citation network analysis. *Journal of Business Economics*, 89(8–9), 931–963. <https://doi.org/10.1007/s11573-019-00956-z>
- Jabagi, N., Croteau, A.-M., Audebrand, L. K., & Marsan, J. (2019). Gig-workers’ motivation: Thinking beyond carrots and sticks. *Journal of Managerial Psychology*, 34(4), 192–213. <https://doi.org/10.1108/JMP-06-2018-0255>
- Kaewunruen, S., & Lian, Q. (2019). Digital twin aided sustainability-based lifecycle management for railway turnout systems. *Journal of Cleaner Production*, 228, 1537–1551. <https://doi.org/10.1016/j.jclepro.2019.04.156>
- Koştı, G., & Kayadibi, İ. (2025). A bibliometric analysis of artificial intelligence and machine learning applications for human resource management. *Future Business Journal*, 11(1), 179. <https://doi.org/10.1186/s43093-025-00602-x>
- Lin, Y., & Wu, X. (2023). RETRACTED ARTICLE: Enhancing knowledge-based professional management of auxiliary police in mega-cities: Challenges and solutions. *Journal of the Knowledge Economy*, 15(3), 12216–12252. <https://doi.org/10.1007/s13132-023-01592-3>
- Margherita, A. (2022). Human resources analytics: A systematization of research topics and directions for future research. *Human Resource Management Review*, 32(2), 100795. <https://doi.org/10.1016/j.hrmr.2020.100795>

- Marion, T. J., & Fixson, S. K. (2021). The Transformation of the innovation process: How digital tools are changing work, collaboration, and organizations in new product development*. *Journal of Product Innovation Management*, 38(1), 192–215. <https://doi.org/10.1111/jpim.12547>
- Mourad, Z., Noura, A., Mohamed, C., & Abdelhamid, B. (2024). Enhancing employee performance management. *International Journal of Advanced Computer Science and Applications*, 15(3). <https://doi.org/10.14569/IJACSA.2024.01503100>
- Nicolás-Agustín, Á., Jiménez-Jiménez, D., & Maeso-Fernandez, F. (2022). The role of human resource practices in the implementation of digital transformation. *International Journal of Manpower*, 43(2), 395–410. <https://doi.org/10.1108/IJM-03-2021-0176>
- Ozili, P. K., & Arun, T. (2022). Spillover of COVID-19: Impact on the global economy. In U. Akkucuk (Ed.), *Advances in Logistics, Operations, and Management Science* (pp. 41–61). IGI Global. <https://doi.org/10.4018/978-1-6684-5876-1.ch004>
- Pavlou, P. A., & El Sawy, O. A. (2010). The “Third Hand”: IT-enabled competitive advantage in turbulence through improvisational capabilities. *Information Systems Research*, 21(3), 443–471. <https://doi.org/10.1287/isre.1100.0280>
- Rodríguez, R. S., Armas, Y. T., & De Zayas Pérez, M. R. (2025). Bibliometric analysis on digital communication management in the banking sector. In Y. Torres, A. M. Beltrán, M. Felix, E. Peralta, & D. F. Larios Marín (Eds.), *A Cross-Disciplinary Exploration of STEM* (Vol. 85, pp. 122–132). Springer Nature Switzerland. https://doi.org/10.1007/978-3-031-99987-1_13
- Sakib, Md. N., & Islam, S. (2026). The impacts of machine learning on human resource management: A systematic literature review and bibliometric analysis. *Future Business Journal*, 12(1), 7. <https://doi.org/10.1186/s43093-025-00704-6>
- Sakib, Md. N., Ullah, M. S., & Rahman, Md. M. (2025). Mapping the evolution of digital human resource management: A systematic review and bibliometric analysis. *Future Business Journal*, 11(1), 154. <https://doi.org/10.1186/s43093-025-00577-9>
- Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. (2015). The influence of technology on the future of human resource management. *Human Resource Management Review*, 25(2), 216–231. <https://doi.org/10.1016/j.hrmr.2015.01.002>
- Zupic, I., & Čater, T. (2015). Bibliometric methods in management and organization. *Organizational Research Methods*, 18(3), 429–472. <https://doi.org/10.1177/1094428114562629>