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**HISTORICAL DEVELOPMENT OF SHRM: BIBLIOMETRIC
ANALYSIS OF SHRM BASED ON WEB OF SCIENCE**

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ABSTRACT

In the study, 2,220 articles related to the concept of Strategic Human Resources Management (SHRM) published in the period of 1980-2020 and included in the SCI, SSCI and ESCI citation indexes were examined bibliometrically on the Web of Science database using the VOSviewer software. The purpose of the study is to essentially evaluate the studies conducted with the concept of SHRM and provide foresight for future studies. In this context, in order to evaluate the publications in the study, the changes in the number of publications in

the publication volume in the field were discussed, the developments in the field, the trends in the subject headings, the countries and institutions that make the strongest contribution to the literature, the field and the most cited ones in the field were examined. The results indicated that the number of studies on the concept of strategic human resources increased in the 2000s. The acceleration in the number of studies is noteworthy, especially in 2015 and after. It is seen that frequently used keywords in the field of strategic human resources are strategy, strategic management, human resource, and performance. Other keywords with high connection strength are listed as human capital, knowledge management, strategic management, dynamic capabilities, high-performance work system and HR development. It is recommended that future researchers should carry out empirical and conceptual studies on the reasons for the differences in the number of studies published by countries in the field of SHRM and their level of interest in the field.

Keywords: Strategic human resources management, shrm, social network analysis, bibliometric analysis, network structure.

INTRODUCTION

Strategic Human Resource Management (SHRM) and its contribution to organizational success are considered to be one of the most important research questions in the field of human resources. The traditional personnel management approach has given way to strategic human resources management, which has a more holistic and proactive approach than academic interests, administrative and bureaucratic issues, since it has been replaced by strategic models for internal aspects (Drucker, 1968; Foulkes, 1975; Burack & Smith, 1977; Watson, 1977; Legge, 1978; Rowland & Summers, 1981; Russ 1982; Baird & Meshoulam, 1984). Although the development of the field in the early years has been criticized for the lack of a solid theoretical foundation, the SHRM research has grown steadily after the monographic works of theorists such as Wright and McMahan, Jackson and Schüller published in the *International Journal of Human Resources Management* and *Human Resources Management Review* (Alcazar et al., 2005). The change in Human Resources Management has expanded from micro-analytical studies to a more macro and strategic perspective (Delery & Doty, 1996). From a micro perspective, human resources management includes

sub-functions of HR policy and practice and consists of two main categories. These are the management of individuals and small groups (for example, recruitment, selection, training and development, performance management and compensation, etc.). From a macro perspective, human resource management, which is called strategic human resources management, mainly focuses on human resources phenomena at the organizational level and the relationship between human resources practices and organizational performance (Lengnick-Hall et al., 2009; Lepak & Shaw, 2008; Snell et al., 2001).

SHRM mainly focuses on two main issues. The first is the idea that an organization's human resources are of critical strategic importance. Skills, behaviors and interactions of employees have the potential to provide the foundation for both strategy formulation and strategy implementation tools. The second is the belief that an organization's HRM practices are effective in enhancing the strategic capability of its human resource pool. A stronger theoretical foundation will help validate the first claim, link it to the second, and improve the focus and effectiveness of HRM research and practice, and organizations develop more effectively in their work contexts (Colbert, 2004). Theory and strategy applications are vital to the controversial approach, and from this point of view, there is an increased need to explore in more detail how professionals and department managers shape their 'strategy' (Baum & Endrissat, 2009). This has attracted international academics and researchers in other disciplines as the field of SHRM continues to grow.

The aim of this study is to quantitatively analyze the publications on SHRM and the relations between these publications. It is predicted that this research will contribute to several different areas. First, it will allow the integration of SHRM issues that have been done to date. Second, it will highlight the areas where research questions and topics build on each other and encourage a more comprehensive perspective on SHRM. Third, it will point out areas of research focus that remain largely unexamined while highlighting areas of research focus of interest. Consequently, it will provide an overview of SHRM. Accordingly, three different research questions were investigated in this study. The first research question is related to journals, authors, countries and papers on SHRM that have achieved the greatest scholarly impact. Second research question reflects the high-interest topics studied by scholars in the area of SHRM literature. The last question reveals what the development of SHRM literature is. The objectives of the study are to analyze and evaluate scientific studies in

the field of SHRM with the help of numerical analyzes and statistics. Most importantly, the present study can guide researchers' future works by exploring the literature and showing the most current work.

LITERATURE REVIEW

Overview of the SHRM Concept

In this age where businesses face increasing competition and spreading globalization process, human resources management makes significant contributions to organizational performance (Guest, 2011; Wright et al., 2001). There are studies showing that human resources practices have a positive impact on organizational performance (Buller & McEvoy, 2012; Lepak et al., 2003; Gooderham et al., 2008). Besides that, it is important to detect the effect of human resource practices on organizational commitment that promotes organizational performance. Ling and Mustafa (2005) carried out research that focused on the relationship between human resource practices and organizational commitment. They revealed the relationship between leadership, motivation and training, which are the components of human resource practices and organizational commitment.

However, the most striking aspect of human resources management today emerges with the development of the strategic perspective and the integration of this perspective into the processes of the enterprises (Lawler et al., 2006; Lengnick-Hall et al., 2009). Enterprises achieve success in their goals and objectives by implementing human resources practices and procedures based on organizational needs. For the realization of this success, it is necessary to gain a strategic perspective on human resources management (Baird & Meshoulam, 1988). The concept of SHRM has first been introduced in the USA (Ulrich, 1997; Brewster, 2007). In later periods, businesses operating in Europe started to focus on the strategic dimension of human resources management (Brewster, 2007). SHRM creates a different perspective on planned human resources practices that enable businesses to achieve their goals (Wright et al., 1994). SHRM is a human management approach that aims to align human resources with the goals of the organization by correctly blending HRM's holistic strategies, principles and practices. It provides a systematic approach that reveals the strategic importance of human capital for the success of the organization and integrates HR strategies into practice. It is important to examine HRM

systems (and/or subsystems) and understand their relationship with all other elements in the organizational system, including the external (stakeholder) and internal (employee) environments of the enterprise, to evaluate the effectiveness of the business and to develop a long-term survival strategy (Jackson et al., 2014). SHRM contributes to the development of an understanding of the relationship between the management of human resources and the success that emerges from the implementation of the strategies of the enterprises (Schuler & Tarique, 2007). In line with this thought, businesses try to attract the best managers, directors and employees in order to achieve their goals and objectives. Even if the financial strength of the enterprises is good, situations and conditions may occur where the workforce is important to them. In this case, businesses should perceive their workforce as the main capital and integrate them into their strategies to achieve the goals and objectives they set (Gashi, 2013).

SHRM has many definitions. Schuler (1992) defines SHRM as a set of activities that strive to determine and implement the strategic needs of the organization and directly affect the attitude, behavior and performance of the employees. Mabey et al. (1998) emphasized that SHRM is the process of developing institutional competencies to reveal new organizational strategies. Wright and McMahan (1992) stated that it is a set of planned HRM models that allow the organization to achieve its goals. Hendry and Pettigrew (1986) considered it as the whole of decisions and actions that enable the implementation of the strategies necessary to obtain and maintain competitive advantage and the contribution of employees at all levels to the realization of strategies. Based on these and similar definitions, it can be said that SHRM aims to manage all employees in the company in the most convenient way to achieve the business goals. At this point, what distinguishes SHRM from HRM is that SHRM encompasses HRM as a whole, inclusive concept in terms of management and employee development (Truss & Gratton, 1994). SHRM is a large-scale, situational and integrative framework that allows businesses to achieve their goals and make strategic decisions for long-term success by developing appropriate approaches for the management of employees and making a set of systematic recommendations for their implementation (Armstrong, 2008). With SHRM, it is aimed to determine how businesses invest in the human resources system and how they affect organizational performance with the realized applications (Delery & Doty, 1996).

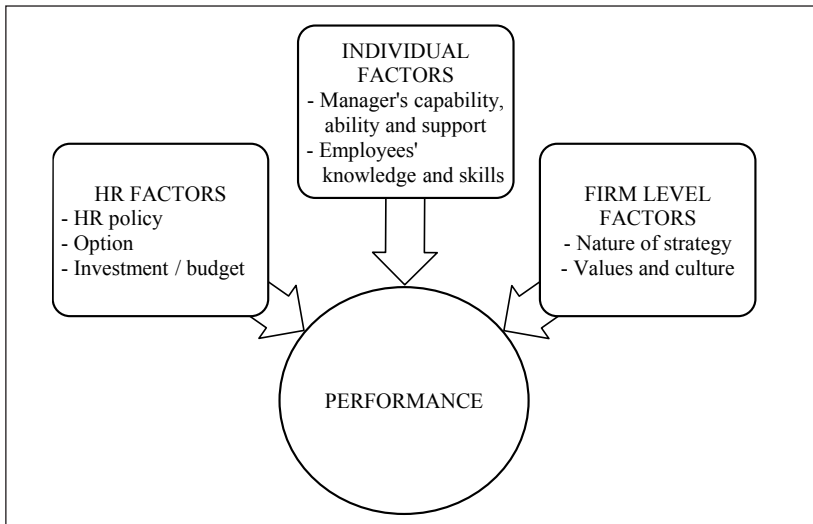
Accordingly, it is suggested that the investment made in the human resources system will affect organizational performance positively

by increasing the motivation of the employees (Huselid, 1995). Since employees are an important factor in achieving the strategic goals of businesses, it is very important to encourage and motivate them with human resources practices. Even more comprehensive and encouraging human resources applications can be developed for employees who work in more specific positions or have critical skills. As a matter of fact, these employees provide value for businesses and businesses should implement different human resources practices in order not to lose them (Lepak & Snell, 1999). Another purpose of SHRM is to create an employee-oriented strategic competence in order to have a sustainable competitive advantage that the enterprise needs. In this context, it integrates HRM strategies applied in the enterprise to achieve harmony and integration within itself (vertical harmony) and harmonizes with management strategies (horizontal harmony) and brings high organizational performance (Delery, 1998). HRM fit and related organizational performance improvement has led to the need to investigate how some basic theories affect performance in HRM over time.

Figure 1 indicates that SHRM practices will have a positive effect on business performance by providing vertical and horizontal harmony. Vertical fit is the compatibility of HRM practices with a specific organizational context (Delery, 1998). Horizontal alignment is about the coherence of HRM practices within themselves and emphasizes the integrity of these practices in a way that supports each other. If all applications are made into a consistent or coherent system to be compatible with each other, the performance effect of such a system will be more than the effect of each application (Delery, 1998). Considering the recent studies on SHRM, the positive results of the performance relationship with SHRM have been addressed in various studies in the literature. For example, Cooke et al. (2021) evaluated the studies on the SHRM performance relationship by examining the articles published in two leading journals, *Human Resource Management Review* and *The International Journal of Human Resource Management*. According to the evaluations of Cooke et al. (2021), the relationship between SHRM and performance can be evaluated in four different categories: employee-oriented, organizational-oriented, financial-oriented and market-oriented. Employee-oriented performance improvement can be handled on an individual and group basis. Employees' attitudes, behaviors and performances are evaluated on the basis of SHRM by the individual-based analysis.

Figure 1

SHRM Practices and Business Performance Relationship



Source: Wei (2006)

Accordingly, the issues that are likely to be seen in employee attitude are the commitments of the organization and the effect of the degree to which they are fulfilled, the resistance to organizational change, motivation, and intention to leave, job satisfaction and work commitment. Employee behaviors are considered as innovative work behaviors, knowledge sharing level, proactive behaviors, organizational citizenship behaviors, employee welfare, emotional burnout, depersonalization, inability to do a given task, workload, work pressure and working hours, while employee performance is task-oriented performance measurement and creativity. In the group-focused analysis, group performance, group climate and group learning skills are taken into account.

In organizational-oriented performance improvement, the general performance of the enterprise, financial performance and market-oriented performance criteria are examined. The general performance of the company is evaluated under the title of generative performance within the subheadings of labor productivity, innovativeness, firm efficiency, organizational learning, versatile hand skills, innovation

and entrepreneurship. Under the subheading of HR performance, the expressions of diversity in employees, female employees, resignation, HR role of managers, human capital, HR efficiency, work-life balance, and employees' attitude are examined. Concepts such as profitability, sales volume, growth rate and stock market value are at the forefront of the financial-oriented approach. In the market-oriented approach, on the other hand, the focus is on how SHRM practices affect analysts' predictions for the future (Cooke et al., 2021).

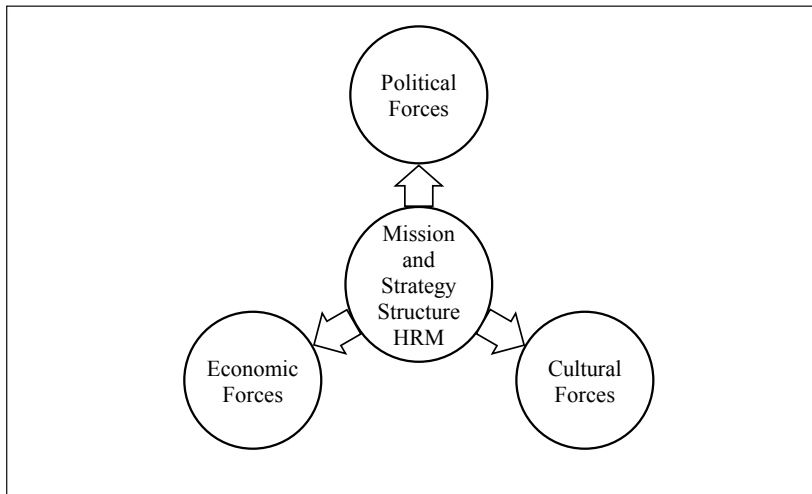
Historical Development of SHRM

Although the problems of human in the working environment and the management of human are not new, it has become more pronounced with the Industrial Revolution that took place in the second half of the 18th century (Ekin, 1994). The transformation that took place in the working relations with the Industrial Revolution brought along the search for scientific solutions to the problems faced by the workforce. HRM, which carried out operational activities such as data storage, filing, and payroll preparation with the understanding of personnel management in the 1900s, started to assume a managerial role in the 1960s. Considered the cost factor by the Fordist-Taylorist approach until the 1980s, human resources gained strategic importance together with globalization, competition, developing technologies, and changing production and management systems (Bayat, 2008). With the transition from personnel management to HRM in the 1980s, HRM started to assume a strategic role (Uyarlıgil & Dündar, 2000). It is thought that SHRM, which has developed as a new discipline since the 1980s, has emerged and gained importance with two works written in the field. The first of these works, named "SHRM", emphasizes the harmonious management of HR systems and organizational structure as well as the harmony of HR strategies with the organizational strategy (Fombrun et al., 1984). Based on this work, the SHRM adaptation model and the scope of the concept have been revealed. The scope expresses the harmony among the organizational structure, mission, strategy and HR policies, which form the cornerstones of the organization and includes the influence of external political, economic and cultural forces in the model (Boxall, 1992). Therefore, the said alignment includes not only the "tight fit" between the HR strategy of the organizational activity and the business strategy but also external factors in the process. It is emphasized that combining various HR activities such as performance evaluation, remuneration and development programs under the umbrella of SHRM can enable

managers to achieve long-term strategic goals by revealing the desired employee behaviors and demonstrates the importance of strategic SHRM compliance (Fombrun et al., 1984).

Figure 2

SHRM Compliance Model of Companies



Source: Fombrun et al., 1984, as cited in Boxall, 1992

Another important work is the one titled *Managing Human Assets: The Groundbreaking Harvard Business Program*, written by Beer et al. (1985). The reason for the emergence of both works is that, at that time, the USA began to lose its competitive power against German and Japanese companies. In the works, it is stated that SHRM models are handled as a systematic approach rather than a single application, as personnel activities that directly affect organizational performance. In short, SHRM is expressed as combining different HRM strategies as a set of practices, providing a system approach rather than individual practices, creating a complementary synergy (Garmendia et al., 2021). After these two important works, there are some important points that attracted attention. The first of these is that the SHRM concept and adaptation model, which the researchers draw attention to, are supported by empirical experiments. In this period, the study conducted by Schuler and Jackson (1987) is noteworthy. The research method used showed the relationship between organizational

concepts, but with more studies to be carried out, there is a need to address important questions about HR strategy through different types of research designs.

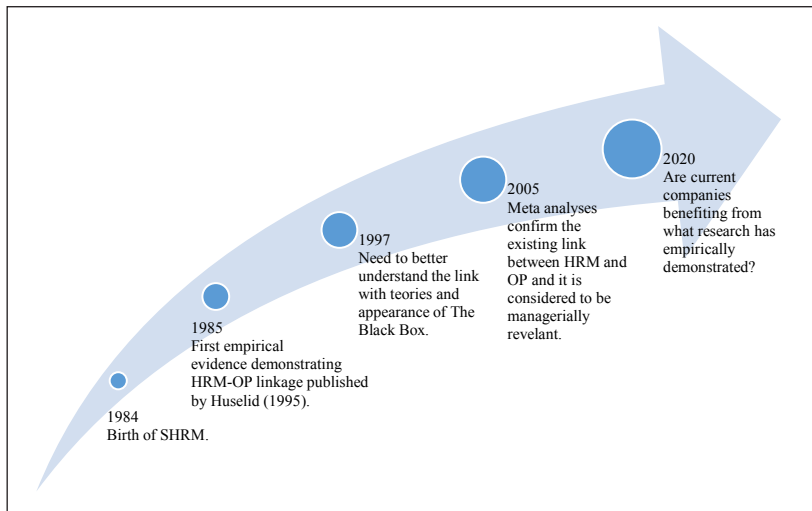
The second issue was how to harmonize HR strategies and organizational strategies. A striking example at this point is that according to Jackson et al. (1989), HR strategies applied to hourly wage employees and those in the management hierarchy had a different structure. According to the researchers, a management approach that can consider the needs of employees is important in terms of responding appropriately to various competitive conditions. According to Porter's 1980 and 1985, strategies are not mutually exclusive, on the contrary, it is based on the understanding that success is the continuation of strategies in harmony. The fact that compliance with business strategy will be an important weapon cannot be denied that it has a competitive stance. Another important issue that was handled in the same period was the determination of which HRM concepts would be prioritized based on the argument that SHRM executes multiple HRM strategies together and in harmony. While Fombrun et al. (1984) focused only on the general functions of selection, evaluation, rewards, and development, Schuler (1989) included job design questions in the menu of HRM practices. Later, the author, who developed his work, put forward the 5-P model, which combines strategic needs with different human resources activities and harmonizes many strategically important activities (Schuler, 1992). The elements included in the 5-P model are human resources philosophy (explained with expressions to define business values and culture), human resources policies (expressed as shared values), human resources programs (announced as human resources strategies), human resources practices (leadership, managerial and operational roles are determined) and human resources as defined by Schuler (1992) as Resources Processes (used in the structuring and implementation of other activities). The most important benefit of this model is that the activities cover their internal relations with each other. It helps to understand how human resources activities affect behavior at the individual or group level.

Ten years after the two important works in this field, Huselid wrote a landmark article. This article revealed that there is a positive correlation between the complexity value of HR and the market value per employee (Huselid, 1995). MacDuffie (1995), in his industry-focused study, wrote about how specific HRM practices as a set

can improve factory performance. Again in the same period, one of the studies inspired by the analysis of the relationship between business performance and SHRM is the Barney's (1991) study, which includes resource-based approach views. This view is based on how an enterprise positions itself in the external environment, the internal resources of the enterprise and how it uses these resources as a source of competitive advantage. In order for a resource to be the basis for competitive advantage, it must be rare, valuable, inimitable and non-substitutable. In light of these and similar studies, experimental studies have been conducted to show the effect of HRM systems on the performance of enterprises, and positive results have been obtained regarding which HRM systems affect both employee performance and organizational outcomes. For example, it has been proven by studies conducted in this period that the knowledge, skills and abilities gained through education and work experience positively affect organizational performance.

Figure 3

Summary of Three Decade Trajectory of SHRM Field



Source: Garmendia et al. 2021

Accordingly, organizational investments in advanced HR practices such as strategic personnel selection, training and development

contribute to human capital. With the emergence of the importance of the workforce that affects organizational performance, the importance of human capital has increasingly been understood. A meta-analytical study conducted by Harter et al. (2002) showed that organizational commitment has a significant effect on employee performance by increasing productivity. They reported that HRM practices based on advanced HRM systems such as self-managed teams, employee participation, and collaboration projects reinforce the sense of organizational commitment of employees and support the creation of a permanent competitive advantage for human capital. In addition to the study of Harter and other authors, different studies conducted across industries have shown that higher levels of employee engagement create positive financial results at the organizational level. An organization's employees or human capital are indisputably valuable and essential for the functioning and success of an organization (Garmendia et al., 2021). SHRM plays a key role in aligning employees with their organizations (Kim & Torneo, 2021). This situation reveals the importance of SHRM in employee behavior and organizational performance development (Eaton, 2000). SHRM practices create positive attitudes and behavior-oriented effects on employees by improving human resources practices, which result in positive organizational results by increasing performance (Chow et al., 2013; Darwish et al., 2013). From this point of view, it can be said that the contributions of SHRM to positive organizational development have also led to an increase in studies in the field.

As stated above, SHRM is related to individual and organizational outputs in enterprises, and it is not possible to address the concept of strategy from a single point of view. All kinds of individual and organizational attitudes, actions and changes that occur in enterprises are closely related to SHRM, considering that the workforce should have sustainable capabilities in order to harmonize the workforce with the goals and objectives of the enterprises and to gain competitive advantage within the scope of SHRM. In this study, we desire to present the development of SHRM from its initial time to now. We investigated which individual and organizational variables SHRM began to be associated with over time and change in the number of relationships. While conducting this research, the fields, institutions and countries where SHRM was most studied were collected. In this direction, besides examining the historical development of SHRM theoretically, we tried to understand the evolution process of SHRM

and the fields and concepts that SHRM is or may be related to by using a scientific method. We aim to shed light on the intellectual structure of SHRM by revealing the critical issues studied in the field and determining the details of the factors (citation, author, institution, country) in the field.

Bibliometric Analysis in the SHRM Literature

Many researchers define bibliometric analysis as a tool by which science and technology are observed through scientific production at a particular level of expertise. As an evaluation method, it helps to determine the effect of technology and the efficiency of an author or research. As a monitoring method, it is used to track the level of activity in a research area over time (Zoogah & Rigg, 2014). Bibliometric analysis also provides a tool for objective, systematic and quantitative evaluation of published papers (Furrer & Sollberger, 2007). With this method, discussions can be made on the intellectual structure, evolution and the latest trends of knowledge in a specific field. In this way, it is possible to understand the process of knowledge accumulation and to perceive how knowledge will be useful in practice (Yoopetch & Nimsai, 2019). The importance of bibliometric analysis, which is made by utilizing results of the studies in the field, is clear in order to reveal the trend issues in the past and present in the field of SHRM, therefore to determine what kind of change process it has undergone since the past and to contribute to the development of the field. In this study, the SHRM literature was examined by considering the Science Citation Index Expanded (SCI), Social Sciences Citation Index (SSCI) and Emerging Sources Citation Index (ESCI) citation indexes in Web of Science. We limited the research to articles published between 1980 and 2020. “Strategic human resource management” and “SHRM” concepts were used as keywords. Author, institution and country collaborations were revealed with social network analysis.

As a result of search filtering, a total of 2,220 articles were reached belonging to the specified period. When the studies on SHRM were examined, it was seen that there is diversity from management to psychology, from industrial relations to humanity sciences. Devanna (1981) carried out one of the scientific studies on SHRM. In the study, human resource management was discussed from a strategic perspective. The economic and demographic changes, regulatory

laws, environmental complexity and difficulties of management at that time required a more strategic approach to human resources management. It was articulated that human resource management should be viewed from a broad and long-term perspective. In this context, personnel selection, rewarding, evaluating, development and career planning, which are among the human resources functions, have been approached based on the long-term goals of the enterprise. It is stated that the HR functions should be updated towards change in order to achieve the goals. At the same time, it is suggested that HRM should be integrated with the mission and strategies of enterprises, and the HR functions should have an inclusive role in organization structure, tasks and processes.

METHODOLOGY

Bibliometric study is the examination of various elements of scientific publications (author, year, subject, title, citations, etc.) using statistical and analytical methods and obtaining results regarding scientific communication. Bibliometric reviews can either be in an explanatory nature of the number of articles published in a certain period or have an evaluative quality in a way that reveals how an article affects the studies conducted after it (McBurney & Novak, 2002). Koehler stated that researchers working on bibliometric analysis can be divided into at least four groups. These are Koehler (2001) and Al (2008):

- Those who work on citation analysis,
- Those who focus on co-citation analysis,
- Those who are interested in the productivity of people, institutions or countries,
- Those who work on information products such as books, articles and patents.

In other words, as a result of bibliometric studies, the usage rates of scientific communication tools are revealed, the effectiveness of scientific publications is determined, and researchers can learn about the citation status of the publication (Atilgan et al., 2008). Within the scope of this study, bibliometric analysis was utilized in order to reveal the historical development of SHRM mentioned above, to predict which fields, disciplines and concepts SHRM may be related to, to form an idea about which direction it will evolve in business life. The collaborations of authors, institutions, countries and keywords were presented within the scope of SHRM.

Data Source and Papers Selection

Successful critical review of the included knowledge is a crucial factor in the selection of research articles. The Web of Science database was used to reach the quality articles required for analysis and to obtain all large-scale studies. In order to carry out the study, the articles published on the concept of SHRM in WOS between 1980 and 2020 were examined. The Science Citation Index Expanded (SCI-Expanded), Social Sciences Citation Index (SSCI) and Emerging Sources Citation Index (ESCI) were considered, and a total of 2,220 articles were reached. Only research articles were used in bibliometric analysis. Studies published in WOS are likely to fall into many different categories. For this reason, in order to reach meaningful studies on SHRM, selections were made among the categories. While determining the categories, multidisciplinary fields that contributed to the development of SHRM and where actions can be taken in line with SHRM strategies were taken into account. The scope of SHRM is not limited to only conducting research within the framework of business administration and management. Identifying the integration of developments and variables in multidisciplinary fields with SHRM and areas of action will be effective in perceiving various perspectives. Table 1 shows the categories used for article selection.

Table 1

Web of Science Categories

Management	Social sciences interdisciplinary	Social Psychology
Business	Multidisciplinary sciences	Social issues
Psychology applied	Humanities multidisciplinary ethics	Social work
Industrial relations labor	Psychology multidisciplinary	Behavioral sciences
Development studies	Psychology experimental	Psychology
		Women's studies

Data Analysis

The VOSviewer software was used to visualize a total of 2,220 articles downloaded from WOS with the necessary adjustments. VOSviewer is a scientific mapping software designed for the visualization of bibliometric networks. It can perform many bibliometric network analyses, such as keyword co-founding analysis and co-authorship analysis, as well as visualization of citation networks. The program

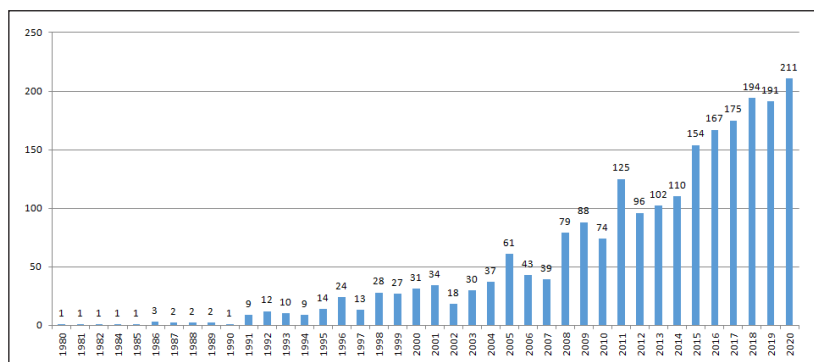
uses the VOS (Visualization of Similarities) algorithm for information visualization. With this algorithm, it creates network and density maps (heat maps) with the connections between clusters depending on the parameters determined within the bibliometric datasets.

RESULTS

Figure 4 shows the distribution of 2,220 articles found in accordance with SCI, SSCI and ESCI criteria between 1980 and 2020 in the field of strategic human resources management. As seen from the figure, only very few numbers of articles were published in the field of SHRM until the early 1990s and its popularity increased by the 2000s. It is particularly noticeable that the number of published works accelerated in 2015 and after.

Figure 4

Number of Articles by Years



In Figure 5, the ten most cited institutions within the scope of the research are given. Cornell University ranks first with 5,765 citations. Looking at the citation rankings, it is evident that all universities in the top ten are located in the USA.

In Figure 6, the countries where the works within the scope of the study were published are discussed. When the number of works is examined on a country basis, it is seen that the countries that are qualified are at the top. The USA, with 639 articles, tops the list, in

which Turkey takes part with 22 works. When all articles are taken into account, approximately 28.79% of the total of 2,220 articles were from the USA and 0.99 from Turkey.

Figure 5

Top 10 Cited Institutions

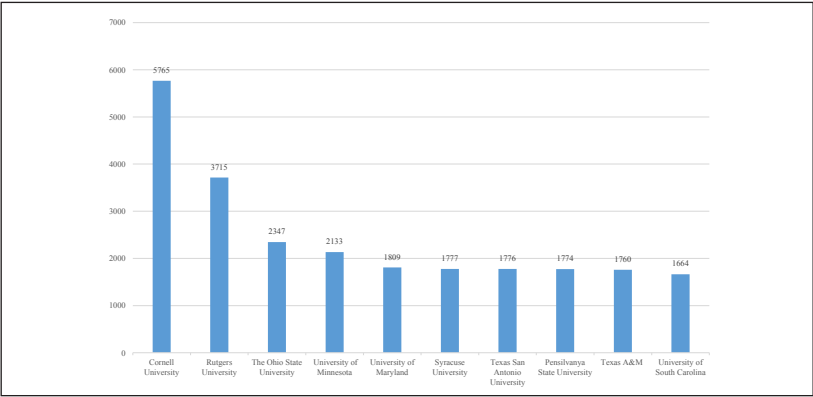


Figure 6

Top 10 Countries With Most Published Articles and Turkey

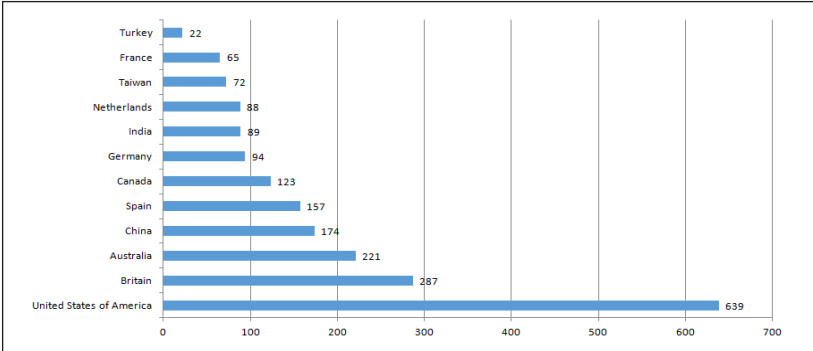


Figure 7 shows the ten most cited countries. Turkey with a total citation of 440 ranks, eighth on the list. Although it is not among the top ten countries in terms of the number of works, Finland is the country with the highest number of citations with 732 citations. Japan and Israel,

which follow Finland, rank second and third, could not enter the list of the top ten countries with the highest number of works.

Figure 7

Top 10 Cited Countries

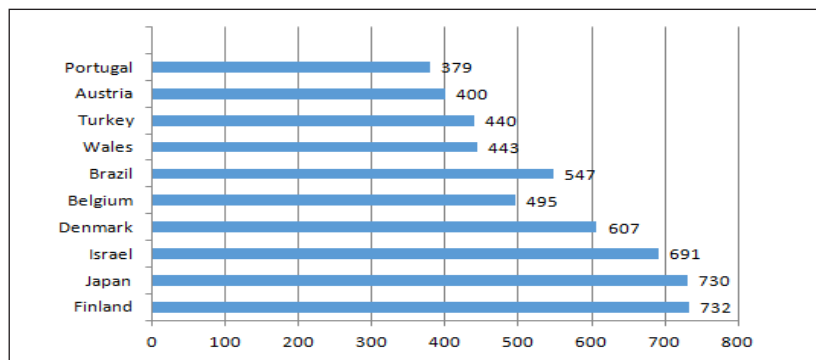


Figure 8 shows the 10 most cited journals and the number of citations these journals received. When the sources in which the works were published and the citations made to these sources are examined, it is seen that the International Journal of HRM is the leader in both the number of articles and citations.

Figure 8

The Most Cited 10 Sources and Number of Citations

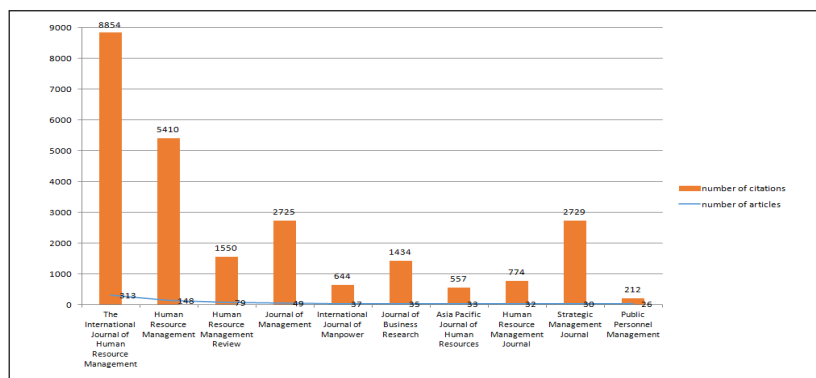


Figure 9 shows the 10 most cited authors with their work. The number of articles written by the authors in the field is also presented. In terms of the most cited authors, Snell who is a professor at the University of Virginia Darden Business School, ranked first with 3,054 citations from eight articles that he has published within the his respective research scope. Lepak, who has the highest number of articles, received 1862 citations for a total of 15 articles.

Figure 9

Top 10 Cited Authors (Number of Articles are in Parentheses)

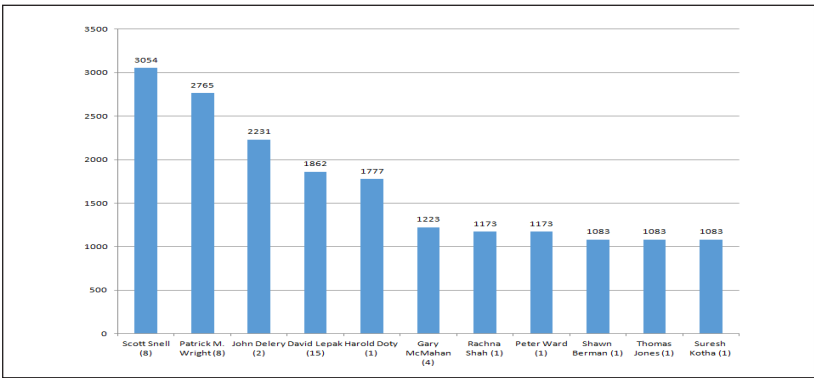
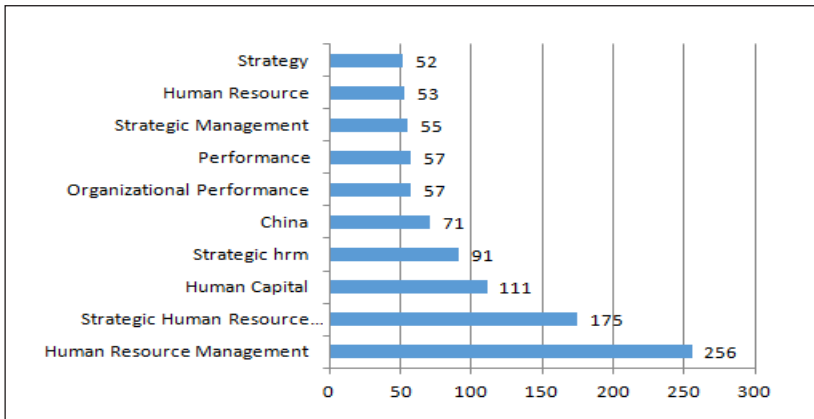


Figure 10

Top 10 Most Used Keywords



The most frequently used keywords in the works within the scope of the research can be seen in Figure 10. When these words are examined, it is seen that the most frequently used keywords are “strategy”, “strategic management”, “human resource” and “performance”, which are frequently used in the upper sections where the SHRM concept is tried to be presented in general terms. As in the case of China, there are striking elements in studies conducted on the countries included in the ranking. The links of the authors are seen on the map in Figure 11. Wright appears to be the author with the highest connection strength (1374) with his 8 works and 2765 citations in the map created by considering the total connection strength. Lepak, who has 15 works and 1862 citations, is in the second place in connection strength (1260). Cooke and de Cieri, who are not on the list of the 10 most cited authors, also attract attention as authors with high connectivity.

The cooperation between institutions is shown in Figure 12. Cornell University, which ranks first among the 10 most cited institutions with 5,765 citations, draws attention as the institution with the most connectivity. This institution is followed by Australian-based Monash University, which could not get its name written among the top 10 cited institutions. Rutgers University, with 3,715 citations, also comes to the fore with its connectivity. Other universities that do not stand out with the number of citations they receive but are notable with their connection strength are listed as Tilburg University (The Netherlands), the University of Wisconsin-Madison (USA), Michigan State University (USA), The Chinese University of Hong-Kong and Griffith University (Australia).

Considering the author collaboration issue presented in Figure 13, Lepak and Wright are the most collaborative authors. In line with the author citation map, Cooke attracts attention here as well. The cooperation relationship among countries is presented in Figure 14. It was found that the USA and England are the most involved country in the cooperation process. Countries such as China, Germany, Canada and India also attract attention in terms of their cooperation power. Keyword cooperation is discussed in Figure 15. The keyword “human resource management”, which is used 256 times in 2,220 articles examined, is the keyword with the highest connection strength and the most used. Other keywords with high connectivity are human capital, knowledge management, strategic management, dynamic capabilities, high-performance work system, institutional theory, job satisfaction, training, compensation, leadership, knowledge sharing, and business strategy.

Figure 11
Author Citation Map

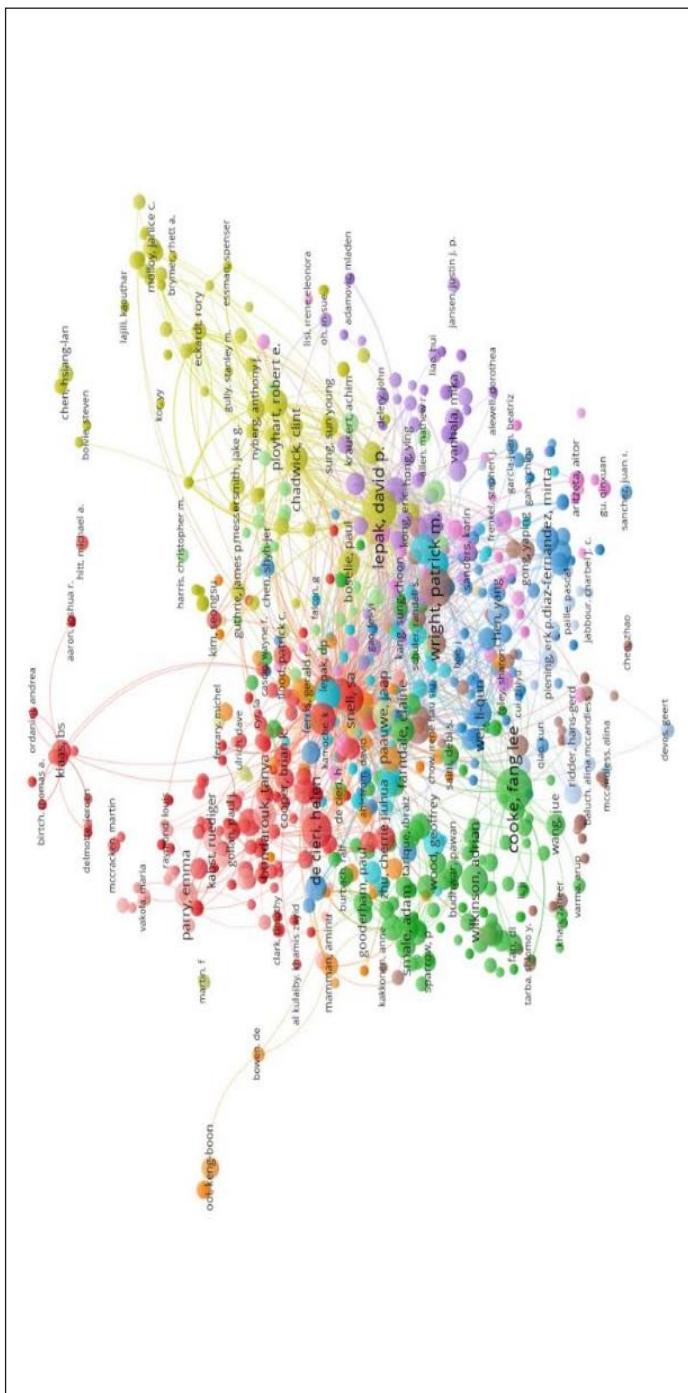


Figure 12

Institutional Cooperation

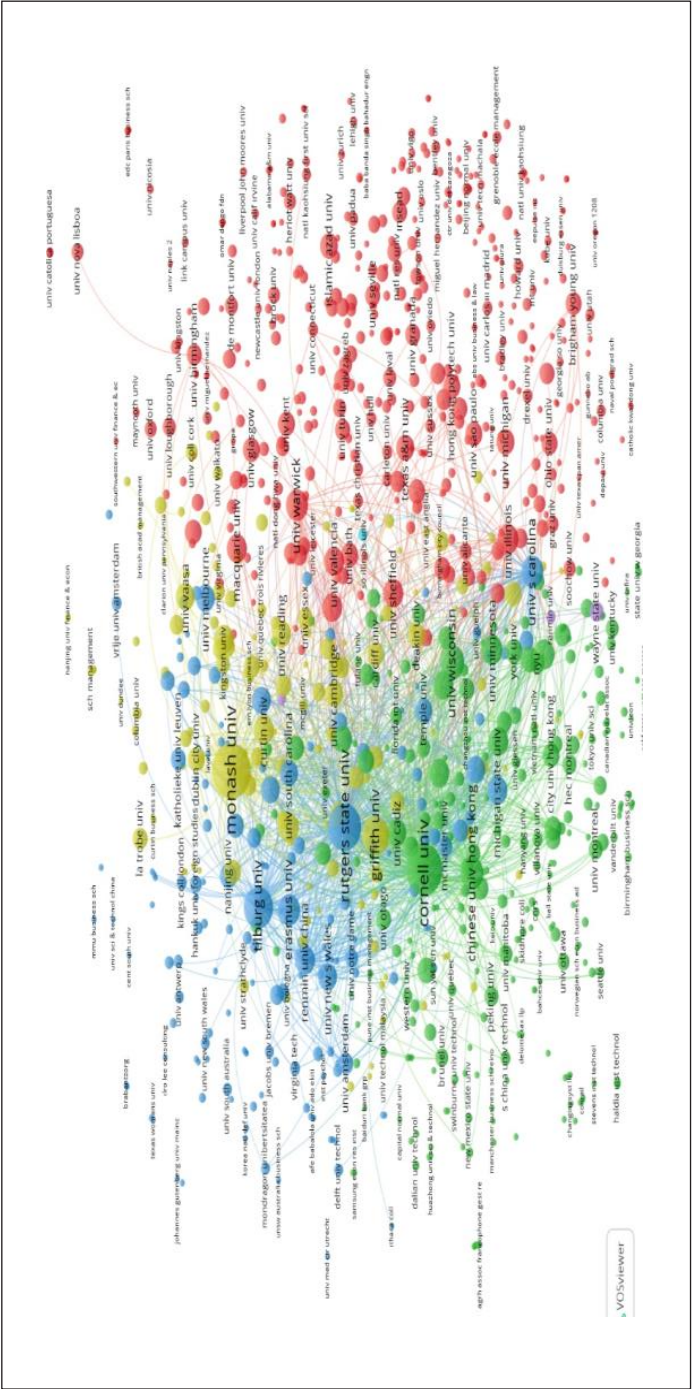
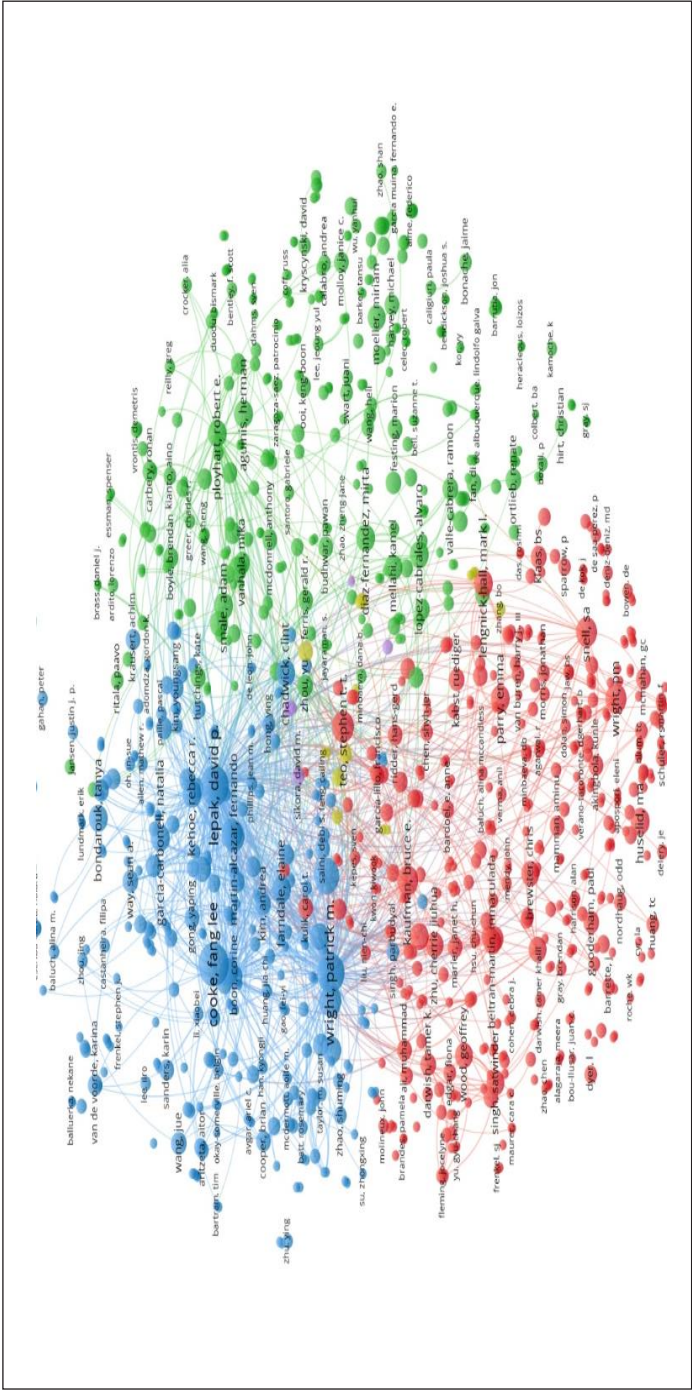


Figure 13

Author Collaboration



DISCUSSIONS

After years of research on SHRM, important conclusions have been reached on how to use HRM systems to improve the performance of enterprises and what kind of advantages it will bring to adopt a multi-shared approach that includes employees, customers, partner organizations and other segments of society. On the other hand, the productive results of investments made by some business examples to improve HR also play an important role in understanding the relationship between SHRM and organizational performance through the work of managers, HRM experts and academicians (Schuler & Jackson, 2014). In organizations, focusing on SHRM and making investments in this field can increase the productivity of the employees, their commitment to the organizations and their job satisfaction, together with the survival of the enterprises and the increase in their financial performance. In order to better understand the present value of SHRM, it is important to determine how it has evolved from the past to the present, which research variables have been included more in academic studies, and what kind of concentration has emerged in terms of country of origin and institutions. From another perspective, determining the gaps in the field in the context of literature and connection strengths and conducting academic studies in this direction will contribute to the processes that organizations will follow and the investments to be made regarding SHRM. The bibliometric analysis of SHRM revealed that the number of published articles on SHRM has been increasing each year. The present study will guide researchers in selecting relevant topics and in finding suitable teams to collaborate with and research platforms to use. This will save time and contribute to the worldwide growth of SHRM.

In this study, 2,220 articles on the concept of SHRM included in the SCI, SSCI and ESCI citation indexes over the Web of Science database were examined bibliometrically in the period of 1980–2020. The articles were mapped with VOSviewer based on author, country, number of works, keywords, citations, institution, author and country collaborations and source information. As a result of the mapping, the connection strengths for institutions, authors, countries and keywords were revealed. The level of connectivity and collaboration between countries, authors and institutions is revealed through connectivity forces. When the connectivity of the institutions in the field of SHRM

is examined, it is noteworthy that the institutions with the highest connection strength are usually of American and European origin. However, Australia-based Monash University also stands out as the institution with the second highest connectivity. This result gives a clue that America and Europe are interacting more with each other and their influence in this field may be related to academic, economic and advantages. It can be said that such integration and effort for joint work is lacking in Asia, the Far East and Africa regions. When the connection strength of the countries in the field of SHRM is examined, it is revealed that the USA and England have the highest connection strength. It should also be emphasized that the USA and England are the countries that produced the most works in the field. Therefore, it can be concluded that there is a positive correlation between the number of works published and the connection strength. However, the fact that the USA and England are not included in the list of the most cited countries emerges as another striking result. Even if the connection strengths are high in these two countries, it is seen that the desired results/outputs have not been achieved in the number of citations. The limited connection strength of the most cited countries, Japan and Finland, also shows that there may not be a positive correlation between the number of citations and the strength of connection. When the connection strength of the authors in the field of SHRM is examined, it is noteworthy that the two authors with the highest connection strength work in USA-based institutions. Considering that America's connection strength is high as a country, it is an expected result that both authors with high connectivity work in the USA.

Apart from this, two authors who are not among the most cited authors but who are among the authors with high connectivity were identified. Accordingly, although the number of citations of the authors is not high, it can be concluded that their connection strength may be high. The analysis of the keywords used in these studies helps to evaluate how the keywords in the SHRM field have evolved. To the best of our knowledge, this study is the first to present the evolution of global research trends on SHRM. Keywords characterize the focus of the authors and their achievements and also provide general ideas concerning research trends. When the keywords in the field of SHRM were examined, it was determined that the keyword with the highest connectivity was "human resource management". It is

seen that “human resource management” is in the first place in the table presenting the most used keywords. Other keywords with high connectivity are human capital, knowledge management, strategic management, and dynamic capabilities, high-performance work system, institutional theory, job satisfaction, training, compensation, leadership, knowledge sharing, and business strategy. While “human resource management” is a basic and main keyword for strategic human resources, it can be said that other keywords consist of the terminology of human resources functions, management and organization, and organizational behavior. In addition to these, information on the most cited sources was also obtained. When the top three sources with the most citations are examined, it is seen that these sources are published in the field of human resources. Among the 10 most cited sources, only one journal is published in the field of strategic human resources management. It is seen that other journals in the citation list are also published in the field of management and organization, together with human resources management. In this direction, the lack of journals that specifically publish on SHRM is striking.

These results provide important insights in order to see how SHRM has gone through since 1980, how often it has been studied in which countries, the level of interest of the authors in the field, and which variables are included in academic studies. Considering that the number of academic studies on SHRM has increased cumulatively since 1980, establishing connection strengths at different levels in the field, identifying and linking the variables that have not yet been examined with SHRM and conducting academic studies in this direction will be able to fill important gaps in the field. Although this study’s data analysis is relatively comprehensive and objective, it has several limitations. This study is limited by language use, and only English language publications were included in the analysis. This is also a cross-sectional study. The study data was prepared in February 2020, and new articles published since this date were not included in the analysis.

CONCLUSION, IMPLICATIONS, AND FUTURE RESEARCH DIRECTIONS

This bibliometric analysis provides a basic overview of research publications on SHRM. The SHRM literature has grown continuously

over the years. So far, American-origin and European-origin studies have been the largest contributors in this field. The most common keywords in the field of SHRM are human capital, knowledge management, strategic management, and dynamic capabilities, high-performance work system, institutional theory, job satisfaction, training, compensation, leadership, knowledge sharing, and business strategy. SHRM emphasizes the harmonious management of “HR systems” and organizational structure as well as the harmony of HR strategies with the organizational strategy. These keywords appear as the building blocks of the aforementioned harmony. This article provides insight into the growth and development of SHRM and contributes to the growth of SHRM practices. In line with the findings obtained from this study, empirical and conceptual studies can be put forward regarding the reasons for the differences in the number of works published by countries on the field of SHRM and their level of interest in the field. In addition, it makes it possible to compare the periods of low and high interest in SHRM in terms of environmental factors and human resources policies. Further, researchers who want to conduct similar studies in the future are recommended to perform more comprehensive analyses by expanding the types of publications, languages and indexes related to SHRM.

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