IHRM: A BLIBIOMETRIC ANALYSIS

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Abstract
The globalization of business has created a need for companies to develop effective international human resource management practices. IHRM is a critical area of research in the field of human resource management, as it encompasses issues related to the management of people in a global context. Given the complexity of managing human resources across national borders, it is important to understand the factors that influence IHRM practices and their impact on organizational outcomes. This research aims to investigate the interrelationships between IHRM and other related topics, such as global and domestic hiring practices. The data used consists of 100 articles indexed by Scopus for the period of 2018-2023. This research method employs bibliometric analysis using the VOSviewer software. The results of the analysis were visualized through co-authorship, co-occurrence, and co-citation, namely the most frequently identified article citations from the 10 highest citation groups. It shows that IHRM commitment is related to other issues such as cultural divergence, IHRM strategy, HRM practices convergence, expatriates, and global HR hiring. This review aims to serve as a reference for future research on IHRM strategy and other relevant variables.

Keywords: Cross-Cultural Management, Human Capital, Human Resource Management, IHRM, Multinational Corporations (MNCs)

1. INTRODUCTION

Handling human resource management in multinational corporations (MNCs) involves managing three types of employees: host-country employees, home-country employees, and third-country employees, as part of international human resource management (IHRM) activities. These activities are complex as they must deal with regulations from local laws in the host, home, and third countries. At the 3rd Global Conference on IHRM, a special issue will focus on how IHRM can contribute to organizational success under extreme operating conditions (Farndale et al., 2019).

In managing international work under adverse social and economic conditions with a global workforce in digital multinational companies, future international human resource management (IHRM) strategies will play a vital role (Fan et al., 2021). Local and global monitoring and classification can be used as a technical tool through informatics technology for a wide range of human resource applications, including education, training, regulatory practices, and changes (Jesus et al., 2019).

Human resource management professionals recognize the impact of technology adoption on the work environment and emphasize the significance of HR for business (Sudja'i & Mardikaningsih, 2021), regardless of the global trend of broad technology application (Mantzaris & Myloni, 2022). As noted by Para-González et al. (2016), the tasks of human resource management include planning, organizing, managing, motivating, and evaluating.

Companies operating abroad need to understand the role and duties of their HRM presence, both locally and internationally, in dealing with international taxation (Malayu,

2016). HRM uses the entire office to participate in employee recruitment and selection, which poses challenges for IHRM in the enterprise.

International human resource management (IHRM) is a complex task that involves managing three types of employees in multinational corporations (MNCs): host-country employees, home-country employees, and third-country employees . The challenges associated with IHRM arise from dealing with regulations from local laws in the host, home, and third countries. In this paper, we discuss the importance of IHRM strategies in managing international work under adverse social and economic conditions with a global workforce in digital multinational companies.

2. RESEARCH METHODS
2.1. Analysis Technique

This study used bibliometric analysis with VOSviewer software (Van Eck & Waltman, 2007). The study design involved five steps to collect data and conduct a comprehensive review to identify the most dominant studies (Fahimnia et al., 2015). The steps are illustrated in Figure 1.
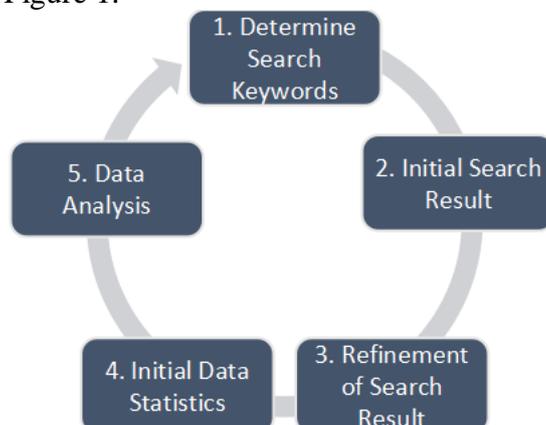

Figure 1. Five Stages of Bibliometric Analysis
Source: (Fahimnia et al., 2015)

Five Stages of Bibliometric Analysis explained as follows:
1) Define Search Keys:
The search used the keywords 'IHRM' or 'International Human Resources Management' to find job titles, keywords, and abstracts of English documents related to the research goals mentioned in the previous discussion.
2) First Search Result:
Multiple conditions applied to journal selection, including journals published from 2000 to 2023.
3) Improve Search Results:
The total number of journals searched for the specified keywords and terms is 30 titles from 2018 to 2023.
4) Historical Statistical Data:
Articles that met specific requirements were collected and saved in RIS format. During this phase, the researcher collected information such as the researcher's name, publisher, year of publication, and research results.

5) Data Analysis:

VOSviewer software was used to perform scientific mapping and bibliographic analysis. In addition to simple functions, VOSviewer also offers various graphics for journals, authors, and bibliographic networks (Sharifi, 2021). The development of this network is related to co-authorship, co-publication, and citation (Van Eck & Waltman, 2007). VOSviewer provides tools for analyzing key research topics and finding connections to other topics of discussion. VOSviewer was chosen based on its unique ability to visualize, explore, and reproduce bibliometric networks and maps (van Eck & Waltman, 2010).

3. RESULTS AND DISCUSSION
3.1. Research Results

Using the keywords "IHRM" or "International Human Resource Management," the results of a literature search of 56 journals were analyzed using bibliometric analysis software VOSviewer. The results are presented through thematic visualizations that use IHRM to examine the data in three dimensions: co-authorship, co-occurrence, and citation. In addition to the bibliometric visualization results, citations from the top 10 journals were analyzed. The results of the analyses are described below.
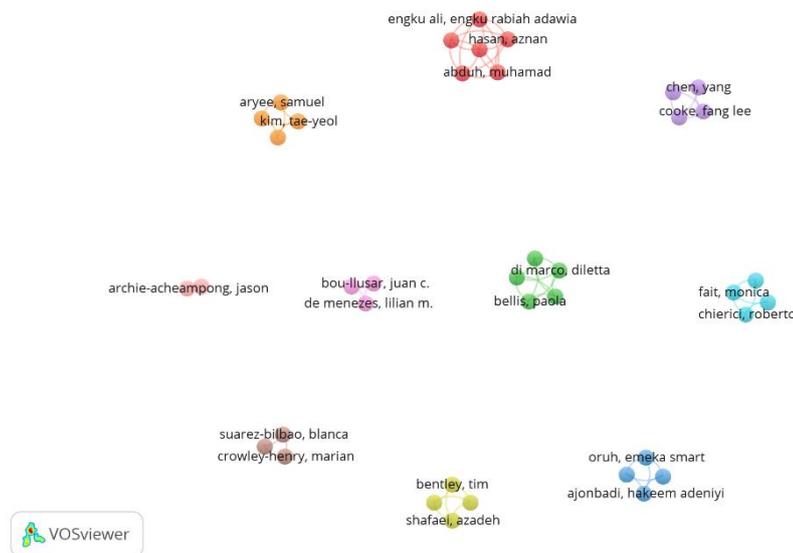
1) Co-Authorship

Figure 2. Visualization Network from Co-Authorship

The co-authorship analysis aims to illustrate how multiple authors collaborate in conducting research. Figure 1 depicts the co-authorship network, where yellow links represent the most recent authors with recent publications. Collaborations among authors are crucial for enhancing research productivity in the scientific community (Kukah et al., 2022). The overlay visualization also shows the mean publication year of authors and their clusters. The network seems to be scattered and poorly connected, but the clusters

around Bjorkmann, Dickmann, and Schuler are prominent, indicating their collaboration with other research groups.

2) Co -Occurrence

Figure 3. Networking Visualization of Co -Occurrence

Joint event analysis should take into account the number of clusters learned from it, as well as develop more details about the subject. Our analysis resulted in the visualization shown in Figure 3, which indicates that keyword variation, specifically IHRM, is the most relevant factor. This is explained in the visualization, where many differences in keyword patterns can be seen. Additionally, there are several clusters that enable more in-depth research and development of IHRM from a strategic international human perspective, which will help future researchers relate IHRM to other relevant topics.

Figure 4. Overlay Visualization of Co -Occurrence

Co-occurrence analysis can be observed through the Targeted Overlay visualization to examine the topic of this time study. The analysis reveals the color duration of the clusters, indicating that group keywords with the most learning time have become increasingly visible year after year. The co-occurrence results indicate that the bluer the keyword, the more recent the research. Recent studies have shown that some topics are related to human management on an international scale, while others are related to her. The results of the co-occurrence analysis will serve as a reference for further literature, and relevant keywords will be used to develop IHRM topics in the future.

3) Citation

Citations are used to analyze frequently cited articles in IHRM or other research dealing with related topics. Co-citation analysis visualizes the relationships between documents, authors, and journals. The IHRM research theme using co-citation analysis aims to demonstrate which articles are most frequently cited and how much network prevalence they have. In addition to the many references, prospective researchers can expand their network to include other authors and explore topics related to IHRM. Table 1 provides detailed information about the 10 most popular articles on IHRM.

Table 1. Citation Analysis Results

No	Year	Title	Author	Journals	Publisher
1	2019	Facing complexity, crisis, and risk: Opportunities and challenges in international human resource management	(Farndale et al., 2019)	Elaine Farndale, Pennsylvania State University,	wiley
2	2021	Mapping the terrain of international human resource management research over the past fifty years. A bibliographic analysis,	(Fan et al., 2021)	Journals of word bussines	Elsevier
3	2019	Classifying and measuring human resources for health and rehabilitation: concept design of a practices-and competency-based international classification	(Jesus et al., 2019)	PTJ	APTA
4	2020	International Comparison of Health Human Resource Allocation	(H. Li et al., 2020)	CCDC	IEE
5	2022	Teacher Competency Model in Human Resource Management: International Economic and Legal Experience in Chinese Universities under Digitalization	(W. Li et al., 2022)	Hygienic Engineering and Design	HED

6	2022	Human resources under technological transformation: what HR professionals believe in an international scale,	(Mantzaris & Myloni, 2022)	Employee relations	emerald
7	2019	The Collaboration of Human Resource Management and Line Management–An International Comparison	(Szierbowski-Seibel et al., 2019)	Entrepreneurship Center at Paderborn University (TecUP)	Taylor & francis online
8	2019	Chinese multinationals approach to international human resource management: a longitudinal study,	(Zhu, 2019)	Taylor and francis group	Taylor and francis group
9	2021	The future of remote work in Japan: Covid-19's implications for international human resource management,	(Iwashita, 2021)	Central and eastern european online library	Uniwersytet Ekonomiczny w Krakowie
10	2019	International human resource management in an era of political nationalism	(Horak et al., 2019)	University Business School	willey

The citation results presented in Table 1 are arranged in order of the most cited articles. The first research paper conducted in the USA (Farndale et al., 2019) was referenced 21 times, investigating the relevance of IHRM and policy. This study indicates that IHRM has a significant impact on the need to combat the negative effects of globalization in the West, particularly through the education of white working-class and lower-class individuals (Farndale et al., 2019). Companies can also challenge traditional notions of organizational boundaries and people by countering political forces that undermine strategic talent. The relationship between IHRM and MNC (Multinational Corporation) corporate culture is consistent with research findings (Farndale et al., 2019; Iwashita, 2021). Multinational corporations require political intervention to develop their businesses.

Another article in International Human Resource Management's Fallbank Strategy Research focuses on localization for global standardization. However, this global standardization creates jobs for well-educated citizens of the host country by using global best practices instead of domestic management models (Zhu, 2019). Future IHRM research can explore the impact of global human resource management in dealing with adverse social and economic conditions of global talent in digital multinationals (Fan et al., 2021; Mantzaris & Myloni, 2022; Zhu, 2019).

Another article from a study of American line managers (Fan et al., 2021) was cited 102 times. The survey examined more organizations in the United States, which tended to have a formal HR strategy (i.e., sharing responsibilities between HR and line management without considering specific cultural and institutional implications). High-level HR managers have the most important and broadest roles, requiring knowledge of personnel management, personnel practices, internal organizational processes, and international comparisons.

A third research paper (H. Li et al., 2020) was cited 69 times and referred to research on human resource allocation for healthcare in Chinese medicine. China faces a significant challenge in attracting international talent in healthcare due to a shortage of medical staff. Apart from these three significant articles, the strategy is also related to other topics. IHRM engagement increases when human resource allocation coincides with HRM practice (H. Li et al., 2020; Zhu, 2019).

3.2. Discussion

IHRM is an interesting topic for further research, as many studies have discussed it from various countries and research objects, examining the connections between IHRM, strategy, and culture (Farndale et al., 2019; Iwashita, 2021). In this context, HRM culture does not refer to unintentional offenses against different religious or cultural beliefs that may occur when working with international colleagues from around the world. Rather, the above-referenced articles show that IHRM differs culturally in characterizing each country. Communication conflicts often arise due to diverse cultures with different ethnic backgrounds and the lack of knowledge of the local culture, making effective and efficient communication necessary for achieving company goals.

Many researchers have discussed the relationship between the future of IT and the implications of global labor management, as evidenced by studies (Fan et al., 2021; Mantzaris & Myloni, 2022; Zhu, 2019) that have widely referenced IHRM and its implications. Information technology and digital implications can organize and assist the IHRM workforce to have an impact on productive performance, as shown by IHRM line managers and partnerships in an organization (Szierbowski-Seibel et al., 2019). Managers must be able to distinguish what is relevant using technical tools, memos, notes, and scheduling meetings across countries (Walter-Tscharf, 2022).

IHRM engagement increases when human resource allocation is in line with HRM practices by employing global people (Walter-Tscharf, 2022). The perceived IHRM support provided to global employees provides a perception of appropriate work allocation, which makes the organization very effective in increasing focus and control over the profession. Work roles must be detailed in communication to manage international networks with appropriate job descriptions about adjusting the expatriate performance environment abroad so as to minimize stress levels on job difficulties because the role is carried out by several countries.

Jobs at MNCs (multinational corporations) require expatriates to build the company well. Usually, expatriate workers have a very high intellectual intelligence (IQ) because they must be able to absorb information and knowledge or compensate for the lack of knowledge from the local country (Ravu & Parker, 2015) and interact with local global humans (H. Li et al., 2020; S. Li et al., 2016; W. Li et al., 2022).

The International HRM Strategy (SHRM) connects MNC strategies with unique knowledge and IHRM by offering policy features of multinational corporate strategies with the impact of the company's home country-based objectives, building by exploring new markets with HRM affordability (Farndale et al., 2019; Iwashita, 2021; Mantzaris & Myloni, 2022; Szierbowski-Seibel et al., 2019). Developing a global business strategy by saving costs with MNC strategies carrying the best IHRM practices on competitive advantage and will be applied globally, with convergence possibly at risk of losing customers even though it has no competitors.

4. CONCLUSION

IHRM is an interesting topic that relates to other fields such as culture, strategy, and digital implications in HRM practices. This research used bibliometric analysis using VOSviewer software, which analyzed 10 Scopus indexed articles published from 2018-2023. The results of the bibliometric analysis showed 10 groups of authors discussing topics related to IHRM, such as Co-Authorship, variables employing global humans, cultural divergence, expatriates, and convergence on IHRM practice strategies with other variables, which continue to grow in each period. Based on the results of the analysis, this study can be used as a reference for future studies related to IHRM practices.

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