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HUMAN RESOURCE DEVELOPMENT BASED ON COLLABORATIVE STRATEGIC MANAGEMENT: BIBLIOMETRIC MAPPING AND CURRENT RESEARCH DIRECTIONS

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ABSTRACT

This study aims to analyze Human Resource Development (HRD) based on collaborative strategic management through a bibliometric approach. This study aims to analyze human resource development (HRD) based on collaborative strategic management through a bibliometric approach. The main focus of the study is to investigate the existing knowledge structure using bibliographic coupling analysis and to predict future research directions through co-word analysis. By reviewing relevant literature, this study identifies key patterns, thematic clusters, and keyword trends that reflect the development of HR studies in the context of global strategic alliances. The conclusion of the study confirms that HR plays a key role in the success of collaborative strategies through learning, knowledge management, and strengthening trust-based governance. The main contribution of this study is to provide a conceptual map and research trend predictions that can be used as a reference for further study on collaborative strategic management in the future.

Keywords: Bibliometric; Human Resource Development; Collaborative Strategic Management; Science Mapping; Strategic Alliances

1. INTRODUCTION

Globalization has reshaped the competitive landscape, compelling organizations to adopt collaborative strategic management as a core capability for survival and growth. A more interconnected economy, unstable market conditions, and complex social challenges require adaptive strategies that transcend organizational boundaries. The World Economic Forum (2023) reported that more than 52% of the global workforce needs reskilling or upskilling to cope with structural shifts in the labor market caused by technological disruption and global economic uncertainty. In this context, Human Resource Development (HRD) emerges as a critical function, enabling companies to orchestrate learning, facilitate knowledge transfer, and foster innovation within alliances. Experts have emphasized that globalization increases competition, driving organizations to integrate collaborative approaches(Rodrigues et al., 2020; Taqatqa, 2023).

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Alliances and strategic networks provide access to previously unattainable resources, capabilities, and markets (BREAZ & Jaradat, 2024; J. J. Ferreira et al., 2018) . Furthermore, human resource development contributes to global talent management by creating flexible and integrative decision-making systems, which further strengthen the relationship between human resources and competitive advantage. The interaction between globalization and human resource development highlights not only the urgency but also the strategic necessity of collaboration as an operational core.

Although the central role of HRD has been recognized, the existing literature remains fragmented across various themes. Studies have examined ambidextrous organizational learning, cross-cultural knowledge integration, hybrid alliances, and the interaction between trust, governance, and learning separately. However, these areas have not been comprehensively mapped to provide an integrated knowledge structure. The resulting gaps create difficulties in understanding how HRD systematically contributes to collaborative strategic management. Addressing this problem requires a bibliometric approach that can synthesize past contributions, reveal the intellectual architecture of the field, and project its trajectory into the future. Thus, this study is guided by two research questions: What is the current knowledge structure of HRD in collaborative strategic management, as revealed through bibliographic integration? And what are the potential future research directions for this field, as indicated by co-word analysis? These questions are designed to bridge the gap between fragmented themes and to provide a coherent framework for advancing this discipline.

Bibliometric strategies offer a systematic way to respond to fragmentation issues. Previous empirical efforts show that human resource development (HRD) enables innovation by shaping an organizational culture (MacKenzie et al., 2014) , building structured learning pathways (Matsuo, 2015), and stimulating motivation to share knowledge (Zhao & Chadwick, 2013). Transformational leadership in HRD initiatives has been shown to increase employee satisfaction and commitment, thereby facilitating knowledge transfer (Akdere & Egan, 2020). A. Ferreira et al., (2021) further demonstrate the close integration of HRD and knowledge management, showing their synergy in maintaining collective intelligence across alliances. These studies underscore the vital but still scattered role of HRD, lacking synthesis into a broader map. The application of bibliometric tools—specifically the combination of bibliography and co-word analysis—addresses this by consolidating intellectual patterns and predicting emerging developments.

Solutions to fragmentation must also address the challenges of digitization, cultural integration, and crisis management. Bennett & McWhorter, (2021) emphasize how the post-COVID-19 environment has accelerated the adoption of digital tools for virtual collaboration, urging HRD professionals to adapt their practices accordingly. Sthapit, (2021) also emphasizes the alignment of HRD with the organization's mission to foster agility in a changing environment. However, the lack of longitudinal evidence leaves open questions about the sustainability of this strategy. Although research has identified the potential of HRD in the context of crisis (Lin & Germain, 1999), its practical application remains under-explored. This gap highlights the need for structured mapping of how HRD interacts with broader constructs—dynamic capabilities, absorptive capacity, and intercultural competence—to support organizations in turbulent situations. In this regard, the literature reveals specific deficits that require attention. Alagaraja, (2013) notes the neglect of transactional HRD activities, despite their ability to strengthen strategic HRD by improving efficiency. Cultural and contextual considerations, although widely recognized as important, have not been systematically integrated into the HRD framework (Sthapit, 2021). Similarly, emerging issues such as digital transformation have not yet been sufficiently theorized.

The objectives of this study are: first, to investigate the current knowledge structure of HRD in collaborative strategic management through bibliographic coupling; and second, to predict future research directions through co-occurrence analysis. This dual approach reflects an analytical and predictive orientation, combining consolidation of the past with anticipation of the future. Its novelty lies in the application of specific bibliometric techniques to HRD in collaborative strategic management, an area in which systematic mapping is still rare. By bridging fragmented literature, this study justifies its scope and contributes to theory building, highlighting HRD as the center of alliance learning, trust-based governance, and capability development. The anticipated contribution is a conceptual map that not only synthesizes intellectual progress but also illuminates research pathways for academics and practitioners seeking to enhance the role of HRD in global collaboration.

2. METHODS

Bibliometric Approach

Bibliometric analysis is a quantitative research method that applies statistical and mathematical techniques to analyze publications in a particular field of research. Its main purpose is to assess characteristics, patterns, and trends in scientific literature across various disciplines. Defined by Pritchard in 1969, bibliometrics involves quantifying aspects such as the number of publications, citation frequency, authorship, and structural relationships between publications (Ellegaard & Wallin, 2015; Kokol et al., 2020). Bibliometrics serves as a tool for researchers and institutions to map the landscape of knowledge production, identify research centers, and visualize trends through software such as CiteSpace and VOSviewer (Chen et al., 2023; J. Wang et al., 2023).

Bibliometric analysis is not limited to evaluating scientific productivity but also extends to measuring the impact and dissemination of research (Ellegaard & Wallin, 2015; G. Wang et al., 2023). Ultimately, this method has become an integral part of research evaluation, guiding decisions on funding, collaboration, and policy formulation in the scientific realm (G. Wang et al., 2023; Zhang & Lin, 2022), thereby promoting a deeper understanding of scientific activities. This study adopts two bibliometric analyses in line with the two objectives outlined, including:

Bibliographic Coupling

Bibliographic Coupling is a research method that examines the relationship between documents based on shared citations. Specifically, two documents are considered bibliographically paired if they refer to one or more of the same sources, reflecting their thematic relationship (Ahlgren & Jarneving, 2008; Chang & Huang, 2011). This approach helps researchers identify similarities between scientific works, which can reveal the underlying knowledge networks in specific fields (Yan & Ding, 2012; Župić & Čater, 2014). Bibliographic coupling can inform systematic literature reviews and enhance the discovery of relevant research material by connecting it thematically, thereby providing insight into how different studies contribute to the broader scientific conversation (Habib & Afzal, 2019; Khan et al., 2019).

Co-word analysis

Co-word analysis is a bibliometric technique that examines the co-occurrence of keywords in academic literature. This method provides insight into how often certain terms appear together in the same document, indicating thematic relationships and underlying connections between research topics (Assefa & Rorissa, 2013; Wei et al., 2018). By analyzing these co-occurrences, researchers can group related keywords, thereby identifying core themes, trends, and research

boundaries in a particular field (Khasseh et al., 2021; Yeung, 2022). The main purpose of co-word analysis is to map the intellectual structure of a research area, reveal emerging topics, and visualize the dynamics of scientific discourse (Lu et al., 2018; Zhongyi et al., 2011). This analysis helps distinguish between established and emerging fields of study, which ultimately guides researchers in identifying knowledge gaps, encouraging collaboration, and informing future research directions. This analysis enhances understanding of the evolution of topics and the interrelationships between concepts, thereby providing a comprehensive picture of the scientific landscape (Wu et al., 2017).

VOSviewer plays a crucial role in bibliometric analysis by enabling researchers to visualize and analyze scientific works through various metrics. This software facilitates the examination of relationships between publications using techniques such as citation analysis and bibliographic coupling, making it an invaluable tool for mapping the structure and dynamics of a research field (Xue et al., 2021; Yang et al., 2023). This visual approach allows for a clearer understanding of complex scientific networks and helps identify key trends, influential authors, and emerging topics within a particular discipline (Xue et al., 2021). The integration of VOSviewer with the Web of Science (WoS) platform plays an important role in bibliometric analysis, enhancing scientific literature studies through efficient data visualization. Web of Science acts as a comprehensive database that provides standardized citation records, making it ideal for bibliometric analysis (Petrovan & Năstase, 2022; Shaie et al., 2024). Academics can download citation data in formats compatible with various analysis tools, including VOSviewer, which is specifically designed to build and visualize bibliometric networks (Shaie et al., 2024; Zhang et al., 2024).

Searching Strategy and Data Collection Procedure

On August 24, 2025, a comprehensive search was conducted through the VOS Viewer database, which is recognized as a scientific data source that efficiently handles large data sets, which are invaluable in bibliometric studies containing more than 74.8 million records in 254 disciplines (Eck et al., 2010; Filianti et al., 2024; Singh et al., 2021). The main keywords used in this study are "human resource development and collaborative strategic management,"

Table 1. Search String in WoS Database

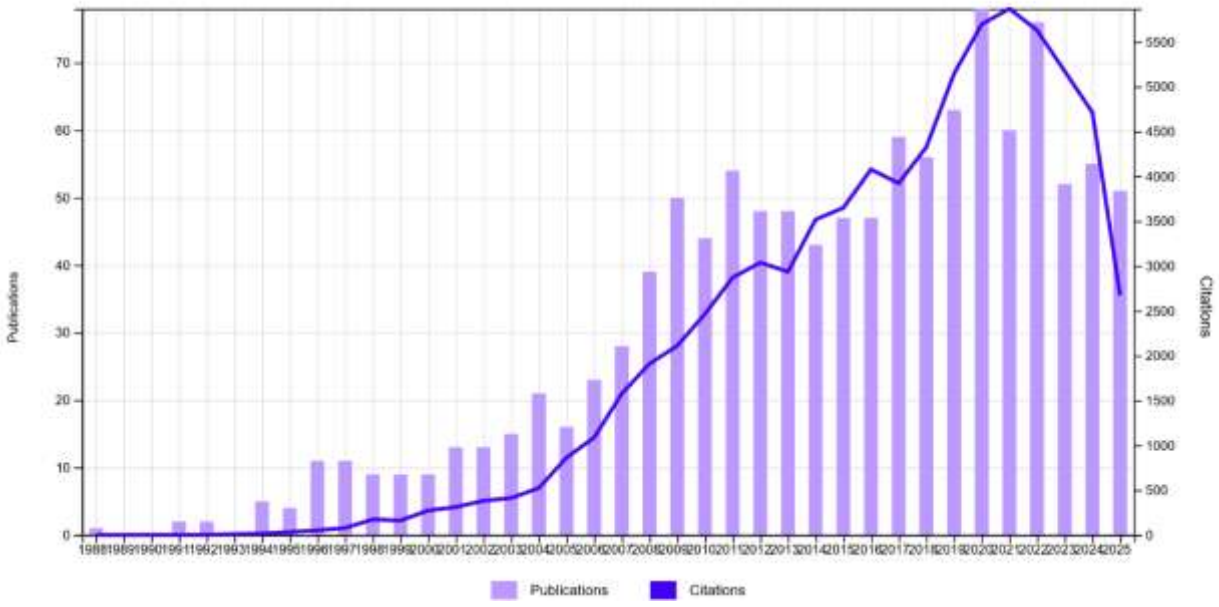
Keywords	Justification
"human resource development"	To identify literature related to human resource development
"Collaborative Strategic Management	To identify literature related to collaborative strategic management

Then diversified using synonyms, similar terms, and variations. Based on the diversified keywords, the search strings used to retrieve metadata from the database are: TI= ("Human Resources Development" OR "Human Resource Development" OR "Workforce Develop*" OR "Personnel Develop*" OR "Employee Develop*" OR "Staff Develop*" OR "Organizational Develop*" OR "Talent Develop*" OR "Career Develop*" OR "Professional Develop*" OR "Skill Develop*" OR "Competenc*" OR "Knowledge Manag*" OR "Organizational Learn*" OR "Capacity Build*" OR "Cross-cultural Train*" OR "Knowledge Transfer") AND ("Collaborative Strategic Management" OR "Collaborative Strateg*" OR "Strategic Collaborat*" OR "Interorganizational Strategic Management" OR "Network Strategic Management" OR "Cooperative Strateg*" OR "Strategic Allianc*" OR "Strategic Network*" OR "Interorganizational Collaborat*" OR "Collective Strateg*" OR "Multi-Stakeholder Collaborat*" OR "Cross-Sector Collaborat*" OR "Sustainability Partnership*"). This search extracts publications based on title, abstract, and keywords.

3. RESULTS AND DISCUSSION

Descriptive Analysis

The initial search yielded 1542 documents. After filtering only articles in published journals and using English, the search yielded 1162 manuscripts. From all the documents obtained, the total citations were 47,011 and 46,195 Analyze without self-citations. The average citation per item is 65.13 and the H index for these journals is 121. Figure 1 shows the number of publications and citations based on keywords submitted in the database. The earliest published manuscript was found in 1988 with 1 (one) publication (0 citations). Then it was found again in 1991 and 1992 with 2 publications each (1 citation was obtained in 1992), until August 24, 2025, the number of publications gradually increased and peaked in 2020 with 90 manuscripts. The highest number of citations occurred in 2021 with 7,542 citations. This trend shows significant interest from academics in the study of human resource development based on collaborative strategic management. This study does not impose time restrictions on existing publications because its main objective is to provide a comprehensive overview of all existing literature on strategic management collaboration studies indexed by WOS and future trends, given the high level of interest and largely untapped research on strategic management collaboration in the implementation of human resource development.



Sources: WoS database retrieved on August 24, 2025.

Figure 1. Number of publications and citations on Human Resource Development based on collaborative Strategic Management in the WoS database

Bibliographic Coupling

To analyze 1162 manuscripts in the bibliographic coupling analysis, researchers determined relevant themes and clusters, setting 60 documents with a minimum threshold of 277 citations. This threshold was set at the appropriate level in order to accurately map the scientific landscape (Nawanir & Fauzi, 2024). This is clarified by Geng et al., (2020) who state that a threshold

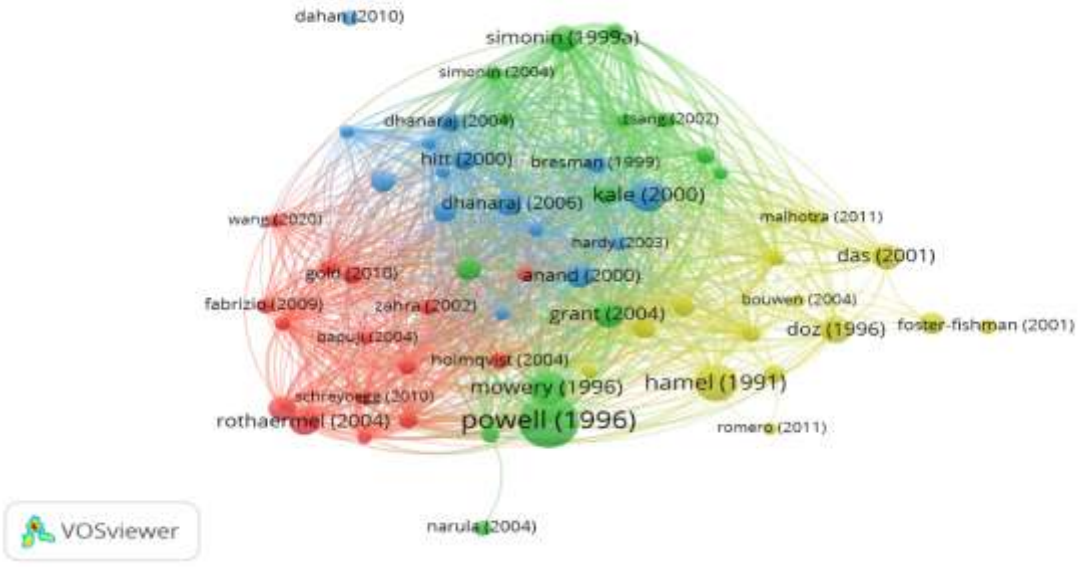
that is too high can cause the loss of relevant themes and clusters, while a threshold that is too low can cause too many themes and clusters.

Table 2. Top 10 documents in bibliographic coupling analysis

Ranking	Publication	No. of Citation	Total link strength
1	Lavie et al., (2010) , Exploration and Exploitation Within and Across Organizations.	1073	172
2	Doz, (1996) , The evolution of cooperation in strategic alliances: Initial conditions or learning processes?	1205	142
3	de Holan & Phillips, (2004) , Remembrance of things past? The dynamics of organizational forgetting.	332	124
4	Simonin, (1999) , Ambiguity and the process of knowledge transfer in strategic alliances.	1157	405
5	Inkpen, (1996) , Creating knowledge through collaboration	315	131
6	Hitt et al., (2000) , Partner selection in emerging and developed market contexts: Resource-based and organizational learning perspectives.	864	160
7	Parkhe, (1991) , Interfirm diversity, organizational learning, and longevity in global strategic alliances.	598	39
8	Inkpen, (1998) , Learning and knowledge acquisition through international strategic alliances.	521	193
`9	Powell et al., (1996) , Interorganizational collaboration and the locus of innovation: Networks of learning in biotechnology.	4733	214
10	Bapuji & Crossan, (2004) , From questions to answers: Reviewing organizational learning	280	136

Source(s): Created by authors using VOSviewer and bibliometric metadata, 2025

To measure which documents have a greater impact on the Bibliographic coupling method, the total link strength (TLS) metric is used as the basis for the main area of interest (Zupic & Čater, 2015). Table 2 below lists the top 10 documents in the bibliographic coupling analysis based on the largest TLS metric, and interestingly, two documents by the same author, namely Inkpen's 1996 document and 1998 document, are included in the list. Finally, out of the 60 documents, only 59 were mutually related and analyzed further, forming 4 clusters (Table 3).



Source: Created by authors using VoS Viewer, 2025

Figure 2. Bibliographic coupling of Human Resource Development based on Collaborative Strategic Management

Table 3. Bibliographic Coupling Analysis of Human Resource Development based on Collaborative Strategic Management

Cluster No and color	Cluster label	Number of publications	Representative publication
1 (red)	Ambidextrous Organizational Learning and Knowledge Management Across Alliances	15	Holmqvist, (2004) , Schreyögg & Sydow, (2010 , Rothaermel & Deeds, (2004 , de Holan & Phillips, (2004) ,(Bapuji & Crossan, 2004) , ,(Lavie et al., 2011)
2 (green)	Intercultural Organizational Learning and Knowledge Integration in Strategic Alliances	15	Simonin, (1997) , Inkpen & Dinur, (1998) , Tsang, (2002) ,Mowery et al., (1996) ,(Lorenzoni & Lipparini, 1999) (Lam, 1997)
3 (blue)	Strategic Learning and Hybrid Alliances in Global Knowledge Networks	15	Anand & Khanna, (2000) , Sampson, (2007) , Almeida et al., (2002) , Kale et al., (2000) , Dhanaraj & Parkhe, (2006) , Makino & Delios, (1996) , Quintana-García & Benavides-Velasco, (2004) , Villalonga & McGahan, (2005) .
4 (yellow)	Trust, Governance, and Learning in Collaborative Networks for Value Co-Creation and Innovation	14	Malhotra & Lumineau, (2011) , Knudsen, (2007) , Lado et al., (1997) , Muthusamy & White, (2005) , Parkhe, (1991),Bouwen & Taillieu,(2004), (Foster-Fishman et al., 2001) , Mayer & Argyres, (2004) , Das & Teng, (2001) , Zollo et al., (2002) , Doz, (1996) , Hamel, (1991) , Romero & Molina, (2011)

Source(s): Created by authors using VOSviewer and bibliometric metadata, 2025

The Bibliographic Coupling visualization screening map on the VoS Viewer application produced four distinct clusters that run independently of each other, as shown in Figure 2. These clusters were labeled based on the author's inductive interpretation, consisting of red, green, blue, and yellow clusters. The distribution of clusters combining bibliographies with cluster numbers and colors, labels, number of publications, and representative publications can be seen in Table 3. Through these clusters, the author discusses current research trends in the study of human resource development based on collaborative strategic management by reviewing representative articles in each cluster and synthesizing them based on common themes and research discussions provided.

Cluster 1 (red): Ambidextrous Organizational Learning and Knowledge Management Across Alliances

Organizational learning in the context of strategic alliances is closely related to the dynamic balance between exploration and exploitation, both of which are inseparable in the effort to create successful collaboration. Exploration reflects the search for new knowledge through research and cross-partner interactions, while exploitation emphasizes the utilization of existing knowledge to create strategic value (Holmqvist, 2004). Lavie et al., (2011) emphasize that organizational performance can be improved by implementing a dual strategy, namely conducting exploration in one domain while optimizing exploitation in another domain. This approach not only impacts profit and market value growth but also strengthens knowledge-sharing mechanisms among partners, enabling collaborative learning processes. This is in line with the view of Bapuji and Bapuji and Crossan, (2004) that organizational learning is multilevel and contextual, requiring integration between the dynamics of exploration and exploitation in alliance networks. Thus, the balance between these two dimensions is an important foundation for sustainable innovation and organizational adaptation in a collaborative environment.

Furthermore, the idea of organizational fluidity proposed by Schreyögg and Sydow, 2010 highlights the importance of an organization's ability to navigate external complexity and turbulence without losing its core identity. Fluid organizations can adapt more quickly to change while retaining crucial knowledge and selectively unlearning outdated information that can hinder progress. In this context, forgetting, as conceptualized by de Holan and Phillips, (2004), becomes

an important strategy for organizations to discard irrelevant practices while opening space for new learning. A balanced retention and forgetting of knowledge fosters an adaptive learning culture that is essential for the effectiveness of strategic alliances. By combining exploration, exploitation, fluidity, and the process of forgetting, organizations can strengthen their strategic decision-making capacity, increase competitiveness, and encourage human resource development within the framework of collaborative strategic management based on ambidexterity.

Cluster 2 (Green): Intercultural Organizational Learning and Knowledge Integration in Strategic Alliances

Learning and knowledge integration in strategic alliances are crucial elements for companies seeking to maintain al competitive advantage in an increasingly dynamic global business environment. An organization's success in overcoming cultural barriers and organizational structure differences greatly determines the effectiveness of knowledge transfer, especially tacit knowledge that is difficult to transfer through formal mechanisms. In this context, strategic alliances serve as an important means of acquiring new capabilities and enriching the knowledge architecture of companies. Lorenzoni and Lipparini, (1999) emphasize that relational capability is the key that enables organizations to access, combine, and transfer knowledge across companies. Meanwhile, Mowery et al., (1996) show that learning through alliances is influenced by technological overlap and absorptive capacity, which enable organizations to more quickly absorb and assimilate new knowledge. The knowledge obtained from partners is then integrated into the company's operational framework to strengthen competitiveness. This shows that knowledge integration through alliances not only expands the capability base but also enhances the company's ability to adapt to global competition.

In the practice of strategic alliances, there are various processes that facilitate the exchange and integration of knowledge between organizations. Inkpen and Dinur, (1998) identify four main mechanisms, namely technology sharing, interaction between parent companies and alliances, personnel transfer, and strategic integration, all of which play a role in overcoming knowledge barriers and encouraging collaborative learning. The complex dynamics of these mechanisms require a deep understanding of the organizational culture and relational capabilities of alliance partners. Tsang, (2002) emphasizes that management involvement and overseeing efforts are important factors in ensuring that knowledge from foreign partners can be effectively integrated into local organizations. However, challenges remain, particularly in the form of asymmetric knowledge transfer and mismatched partner expectations, as noted by Lam, (1997) in his study of differences in embedded knowledge in British-Japanese alliances. Thus, the successful integration of knowledge in alliances depends heavily on a combination of relational capability, technological compatibility, managerial mechanisms, and the ability to overcome cultural barriers. The synergy of these factors enables companies to derive maximum benefit from alliances and make them a source of sustainable competitive advantage.

Cluster 3 (Blue): Strategic Learning and Hybrid Alliances in Global Knowledge Networks

Strategic learning is an important element in managing hybrid alliances in global knowledge networks because it enables companies to acquire new capabilities while maintaining competitive advantage. Almeida et al., (2002) show that MNCs are superior to traditional alliances and markets in facilitating cross-border knowledge flows. Kale et al., (2000) add that relational capital in the form of trust and interpersonal closeness serves a dual function: it supports the learning process while protecting proprietary assets from opportunistic actions. In line with this, Dhanaraj and Parkhe,(2006) emphasize the role of hub companies in orchestrating innovation

networks through three main mechanisms, namely knowledge mobility, innovation appropriability, and network stability.

From an organizational perspective, Anand and Khanna, (2000) show that companies learn to create value primarily through joint ventures, where contractual complexity actually increases the learning effect. Villalonga and McGahan, (2005) place alliances as part of the global governance spectrum alongside acquisitions and divestitures, with strategic choices influenced by resources, transaction costs, and learning potential. Meanwhile, Makino and Delios, (1996) highlight the importance of local knowledge transfer in Asian JVs, which involves three main channels: local partners, JV experience, and parent company experience. The dimension of co-opetition also received attention through a study by Quintana-García & Benavides-Velasco, (2004) which found that simultaneous collaboration and competition among European biotech companies increased technological diversity and innovation capabilities. Finally, Sampson, (2007) asserts that moderate technological diversity best supports learning in R&D alliances, while equity JVs help mitigate risks when diversity is too high. Together, this literature shows that strategic learning in hybrid alliances depends on the interaction between organizational form, relational capital, co-opetition dynamics, and the local and global contexts that shape knowledge networks.

Cluster 4 (yellow): Trust, Governance, and Learning in Collaborative Networks for Value Co-Creation and Innovation

The interaction between trust, governance, and organizational learning is crucial in collaborative networks for creating shared value and innovation. Trust acts as the foundation for successful collaborative relationships, facilitating knowledge transfer and long-term collaboration. Malhotra and Lumineau, (2011) highlight that control mechanisms can enhance competence-based trust, but at the same time, they can weaken goodwill-based trust. This suggests that governance structure design must strike the right balance to maintain collaborative relationships without sacrificing interpersonal trust. Effective governance supports organizational learning processes by ensuring a clear contractual framework that facilitates social exchange and innovation. Thus, good governance enables more effective collaboration and more sustainable innovation, in line with the findings of Mayer and Argyres, (2004). In addition, Muthusamy and White, (2005) also emphasize the importance of trust in facilitating learning in alliances, where trust is the key to successful knowledge transfer between partners. In this context, governance serves to ensure that the learning process takes place effectively without being hampered by uncertainty or conflict.

Furthermore, boundary spanners—individuals tasked with connecting organizational boundaries—play a crucial role in promoting knowledge flow and maintaining strong interorganizational relationships. Doz (1996) emphasizes that the success of alliances is determined by an organization's ability to adapt through continuous learning, which is often influenced by interactions between boundary spanners. Their ability to develop partnerships together drives long-term success in joint ventures and multi-party collaborations. Collectively, these elements highlight the importance of integrating trust-building strategies with strategic governance and learning mechanisms to enhance collaborative value and ensure sustainable innovation Zollo et al., (2002).

Co-Word Analysis

Using the same database of 1162 documents, researchers identified 4431 words that frequently appeared in the literature used to identify words that frequently appeared in the database in the collected documents. To limit the discussion, the researchers used 59 frequently used keywords by setting a minimum threshold of 29 times from the existing documents. This

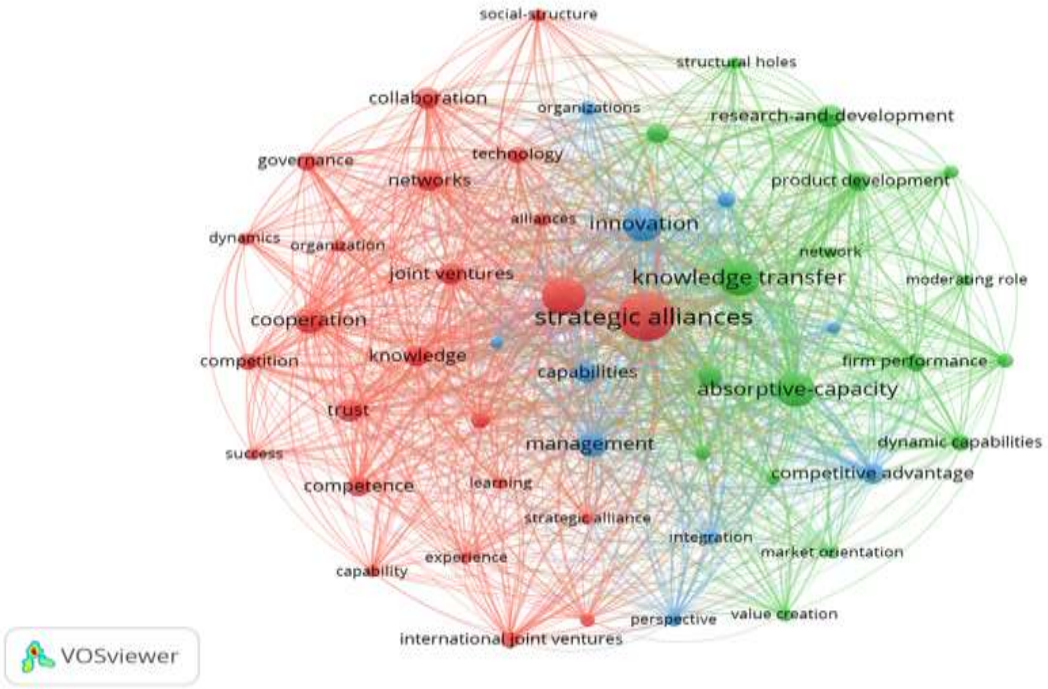
was done based on the previous suggestion by Geng et al., (2020) that setting the threshold too high or too low would cause the loss or excess of relevant themes and clusters, thus requiring an ideal threshold.

Table 4. Top 15 keywords in the co-word analysis

Rank	Keyword	Occurrences	Total link strength
1	strategic alliances	578	2644
2	performance	339	1648
3	knowledge transfer	326	1593
4	innovation	272	1356
5	absorptive capacity	270	1470
6	management	150	697
7	cooperation	148	778
8	trust	131	608
9	research-and-development	119	582
10	knowledge	116	564
11	networks	115	564
12	joint ventures	109	565
13	collaboration	107	428
14	competitive advantage	104	521
15	capabilities	96	527

Source(s): Created by authors using VOSviewer and bibliometric metadata, 2025

Table 4 shows the 15 highest keywords sorted by the number of words that are frequently used and interrelated with the topic of human resource development based on collaborative strategic management, including strategic alliances (578 occurrences), performance (339 occurrences), and knowledge transfer (326 occurrences).



Source(s): Created by authors using VoS Viewer, 2025

Figure 3. Co-word analysis on Human Resource Development based on Collaborative Strategic Management

Visualization of the collaborative word analysis network in Figure 3 is distributed across three main clusters that are interrelated and represent different themes. Each cluster is then labeled based on the author's inductive interpretation. Details of the analysis are presented in Table 5, which consists of cluster numbers and colors, themes, number of keywords, and representative keywords.

Table 5. Summary of co-word analysis on Human Resource Development based on Collaborative Strategic Management

Cluster No and color	Cluster label	Number of keywords	Representative Keywords
1 (red)	Global Collaboration Architectures: Networks, International joint ventures (IJVs) & Strategic Alliances	24	Acquisition, capability, competence, competition, cooperation, experience, governance, international joint ventures, networks, organizational learning, social structure, strategic alliances, success, technology, trust
2 (green)	Exploration–Exploitation Orchestration in HRD-Led Product & R&D Outcomes	17	Absorptive capacity, dynamic capabilities, exploitation, exploration, firm performance, interorganizational collaboration, knowledge management, knowledge transfer, market orientation, moderating role, open innovation, product development, research and development, structural holes, value creation
3 (blue)	Resource-based view (RBV) – Anchored Capability Building for Advantage in International Alliances	10	Capabilities, competitive advantage, framework, innovation, integration, international strategic alliances, perspective, resource-based view

Source(s): Created by authors using VOSviewer and bibliometric metadata, 2025

Cluster 1 (red): Global Collaboration Architectures: Networks, International joint ventures (IJVs) & Strategic Alliances

Global collaborative architecture, which includes organizational networks, international joint ventures (IJVs), and strategic alliances, provides an important framework for human resource development by facilitating learning and talent development through structured cooperation. This collaborative platform enables companies to leverage diverse resources and expertise, thereby enhancing their strategic competitive advantage. The formation of strategic alliances is primarily based on mutual trust, which encourages synergistic learning opportunities that positively impact relational capital and intellectual growth among partners (A. Ferreira et al., 2021; A. Ferreira & Franco, 2019).

The dynamics of knowledge acquisition, especially in an international context, require an understanding of the specific processes that facilitate effective learning (Aslam et al., 2022). In closely strategic settings such as IJVs, the coherence of knowledge transfer processes is crucial, promoting deeper levels of collaborative learning (Pasman & Ateş, 2021). This interconnection encourages adaptive learning architectures that combine exploratory and exploitative knowledge practices (Mamédio et al., 2019). Furthermore, the architecture of this alliance can be viewed through the lens of dynamic capabilities, whereby companies enhance their ability to reconfigure resources in response to evolving market conditions (Robson et al., 2019). This adaptive capability underscores the importance of creating an environment conducive to learning, which is crucial for maintaining competitive advantage in a rapidly changing industry (Chu, 2019; Ferrigno et al., 2022).

Furthermore, the role of communication in this alliance cannot be underestimated, as strong communication between partners fosters trust and reinforces cooperative behavior that is essential for learning (Jatobá et al., 2022). As companies engage in strategic collaborations, the implications for human resource development go beyond simply acquiring skills; they include developing a culture that supports continuous innovation and mutual growth (Seo, 2021). Thus,

effective management of organizational networks, IJVs, and alliances is critical not only for operational success but also for fostering a highly competent workforce ready to meet future challenges.

Cluster 2 (Green): Exploration–Exploitation Orchestration in HRD-Led Product & R&D Outcomes

Human Resource Development (HRD) plays an important role in driving innovation through exploration and exploitation in the research and development (R&D) process and product outcomes. Orchestrating dual-path learning enables companies to balance the search for new knowledge (exploration) with the refinement of existing capabilities (exploitation) (Garud & Prabhu, 2021). This dynamic capability framework shows that HR interventions designed to promote both aspects significantly improve organizational performance (Waight & Greer, 2021).

Research shows that effective HRD strategies utilize employees' social skills, fostering an environment where creativity can flourish alongside systematic processes (Garud & Prabhu, 2021; Karbowski, 2019). In the context of resource constraints, for example, employees engage in "bricolage," creatively utilizing limited resources to adapt and innovate, demonstrating how HRD can facilitate resourcefulness and agility (Garud & Prabhu, 2021). Furthermore, dual-path learning ensures that while companies seek new market opportunities through exploration, they also simplify and refine existing products, thereby increasing overall efficiency and innovation outcomes (Dong et al., 2023). In a rapidly changing industry, HRD practices that enhance cooperative R&D can lead to increased product innovation and company performance (Karbowski, 2019). The interaction between domestic and foreign knowledge flows is crucial; organizations that effectively manage knowledge inflows tend to have strong portfolios that generate higher innovation outcomes (Choo et al., 2019). A dual focus on exploration and exploitation ultimately strengthens a company's adaptive capabilities, which influence its long-term sustainability and competitive position (Ameer & Othman, 2020).

Furthermore, strategic HRD initiatives that embed learning into the organizational culture can improve employee skills, resulting in a workforce that is adept at navigating the complexities inherent in the R&D landscape (Karbowski, 2019; Kim, 2023). By deliberately designing learning pathways that balance these two tracks, companies can enhance their R&D capabilities, leading to sustained innovation and improved financial performance (Mallinguh et al., 2022). In conclusion, orchestrating exploration and exploitation through HRD contributes significantly to improving product development and R&D outcomes, reinforcing the importance of strategic human resource practices in building dynamic capabilities that drive organizational resilience and performance.

Cluster 3 (Blue): Resource-based view (RBV) – Anchored Capability Building for Advantage in International Alliances

The resource-based view (RBV) provides a theoretical foundation for understanding how companies leverage and develop human, relational, and organizational capabilities in international strategic alliances to build competitive advantage. In this collaborative context, RBV emphasizes internal resources and capabilities as important determinants of company performance and strategic outcomes (A. Ferreira & Franco, 2019; Wagner & Kurpjuweit, 2024); Companies involved in international strategic alliances can leverage human capital by sharing expertise and improving skills through collaborative training and knowledge transfer mechanisms. This process fosters collective capabilities that transcend the boundaries of individual organizations (A. Ferreira & Franco, 2019; Kapoor & Aggarwal, 2021).

In addition, relational capabilities are an important component of RBV, with companies utilizing partnerships to build trust and facilitate cooperation (Bouncken et al., 2022). Effective relationship management enables companies to respond dynamically to external challenges and opportunities, driving innovation in product development and market response. These relational capabilities are manifested through effective communication and conflict resolution strategies, which are important for maintaining alliance stability (Liu et al., 2020). Organizational capabilities, particularly those related to alliance management, play a crucial role in how companies execute their strategic objectives (Bouncken et al., 2022; Kapoor & Aggarwal, 2021). Efficient alliance management processes enable companies to align their strategic objectives with those of their partners, ensuring mutual benefits. This synergy enhances competitive advantage and strengthens resource accumulation and knowledge sharing, which are important for sustainable innovation (Kapoor & Aggarwal, 2021; Wagner & Kurpjuweit, 2024).

In conclusion, utilizing the RBV framework allows companies to view international strategic alliances not only as operational arrangements but also as vital platforms for capability development, strategic positioning, and the realization of competitive advantage. The ability to synergize human, relational, and organizational resources builds a solid foundation for improved performance in the global marketplace.

Implications of Study

Theoretical Implications

Theoretically, bibliographic coupling results confirm that human resource development in collaborative strategic management relies on a balance between exploration and exploitation of knowledge and the ability to unlearn in order to maintain innovation adaptation (Holmqvist, 2004; Lavie et al., 2011; Schreyögg & Sydow, 2010). Relational capability and absorptive capacity have been proven to be important factors in overcoming cultural barriers and facilitating knowledge transfer between partners in international alliances (Inkpen & Dinur, 1998; Simonin, 1997; Tsang, 2002). In the context of hybrid alliances, relational capital and the role of hub-firms form the foundation for orchestrating innovation networks that drive strategic learning and competitive advantage (Anand & Khanna, 2000; Dhanaraj & Parkhe, 2006; Sampson, 2007). On the other hand, trust and governance are positioned as the main pillars of value co-creation, where contract- , interorganizational routines, and the role of boundary spanners maintain the continuity of collaboration and innovation (Malhotra & Lumineau, 2011; Mayer & Argyres, 2004; Zollo et al., 2002). This synthesis confirms a strong theoretical foundation for collaborative strategic management by placing human resources as key actors in organizational learning, trust strengthening, and governance management.

Meanwhile, from a future perspective, co-word analysis predicts that global collaboration architecture through networks, joint ventures, and strategic alliances will become increasingly dominant, with trust and adaptive governance as the main foundations (Aslam et al., 2022; A. Ferreira & Franco, 2019). The role of HRD is projected to become increasingly important as an orchestrator of exploration–exploitation, particularly in promoting knowledge mobility, R&D, and open innovation to maintain organizational performance sustainability (Ameer & Othman, 2020; Choo et al., 2019; Garud & Prabhu, 2021; Mallinguh et al., 2022). Furthermore, building RBV-based capabilities through absorptive capacity and dynamic capabilities is a priority for integrating human resources, technology, and organizational relationships as sources of global competitive advantage (Bouncken et al., 2022; Liu et al., 2020; Robson et al., 2019; Wagner & Kurpjuweit, 2024). Thus, the theoretical and practical implications not only explain current research trends but also

provide a forward-looking direction that human resources are the primary drivers of collaborative strategies and the creation of shared value in global networks.

Practical Implications

The results of bibliographic coupling and co-word analysis provide practical guidance for organizations to focus more on human resource management in support of collaborative strategies. Organizations need to balance HRD programs that combine the exploration of new knowledge and the exploitation of existing knowledge, so that innovation can flourish without sacrificing operational efficiency. This requires the ability of human resources to unlearn or let go of knowledge that is no longer relevant, which often becomes an obstacle to sustainable innovation (de Holan & Phillips, 2004; Holmqvist, 2004; Lavie et al., 2011; Schreyögg & Sydow, 2010). In addition, it is important to improve relational capability in international collaboration, which can be obtained through cross-cultural training and the development of absorptive capacity so that knowledge can be effectively exchanged between partners (Simonin, 1997; Tsang, 2002). Through this method, organizations can strengthen their collaborative capabilities and enhance learning between partners in alliances.

Based on the results of co-word analysis, organizations need to increasingly focus on managing global alliances by building trust and more adaptive governance to maintain sustainable collaborative relationships and encourage innovation (Aslam et al., 2022; A. Ferreira & Franco, 2019). HRD also needs to play a greater role in balancing exploration and exploitation, as well as supporting open R&D knowledge to encourage long-term innovation (Ameer & Othman, 2020; Choo et al., 2019; Garud & Prabhu, 2021; Mallinguh et al., 2022). Furthermore, to strengthen RBV-based capabilities, organizations need to focus on absorptive capacity and dynamic capabilities so that human resources, technology, and inter-organizational relationships become resources that create competitive advantage in global alliances (Bouncken et al., 2022; Liu et al., 2020; Robson et al., 2019; Wagner & Kurpjuweit, 2024) . Thus, the role of human resources will become increasingly vital in creating successful and sustainable collaboration in the future.

Limitations and suggestions for further research

Although this study makes a significant contribution to understanding the relationship between trust, governance, organizational learning, and human resource capabilities in strategic alliances, there are several limitations that need to be noted. First, most of the studies analyzed focus on the context of international alliances and specific sectors, such as R&D and technology, which limits the generalization of findings to other industries or regions. Second, although bibliometric analysis and co-word analysis successfully identified key trends in global collaboration, these approaches still rely on existing literature and have not empirically tested the dynamics. This may result in a more limited view of how the theory is applied in practice, especially in more diverse contexts.

Therefore, future research could focus on broader empirical studies to examine the relationship between human resources, trust, governance, and learning in various sectors and geographical contexts. Further research could also explore the influence of external factors, such as regulatory changes or market trends, on the success of strategic alliances. In addition, it is important to understand how organizations can manage changes in alliance dynamics, such as market uncertainty or technological disruption, to enhance sustainable competitive advantage. This will open up space for the development of a more comprehensive and applicable theory in global strategic alliance management.

4. CONCLUSION

This study has analyzed various dynamics that influence the success of strategic collaboration in international alliances, focusing on the role of human resources in supporting organizational learning and innovation through the relationship between trust, governance, and human resource capabilities. The main findings of this study indicate that a balance between knowledge exploration and exploitation is essential to drive sustainable innovation. In addition, cross-cultural learning and strengthening relational capability are key to facilitating knowledge transfer between international alliance partners. Trust and effective governance play a very important role in maintaining the sustainability of collaborative relationships and the creation of shared value among partners. The clusters formed in the bibliographic coupling and co-word analysis show that the theories of dynamic capabilities and resource-based view (RBV) are highly relevant for understanding how organizational and human resource capabilities can be leveraged to generate sustainable competitive advantage in the context of global strategic alliances.

Overall, these findings make an important contribution to the field of science, particularly in the literature on strategic management and organizational learning. This study not only broadens our understanding of the importance of human resources in supporting global collaboration, but also provides new insights into how trust, governance, and knowledge management are interrelated in improving the effectiveness of strategic alliances. This study also highlights that organizations need to develop dynamic capabilities, strengthen trust between partners, and manage cross-cultural learning to create sustainable innovation. Thus, the contribution of this study is to deepen the understanding of the interaction between these elements and provide a foundation for the development of more applicable theories in managing global collaboration.

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