



Strategic Human Resource Management in Social Enterprises: A Systematic Review of Practices and Challenges

Fanji Wijaya^{1*}, Syamsul Hadi Senen¹

¹Universitas Pendidikan Indonesia, Indonesia

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Abstract

Strategic Human Resource Management (SHRM) has evolved to align human resource practices with organizational objectives to enhance performance and create competitive advantages. This study reviews the application of SHRM in social enterprises (SEs) that balance social impact and financial sustainability. A systematic review methodology was used to identify and analyze various SHRM practices implemented in social enterprises, as well as to evaluate the challenges faced by the sector. This study explored the scientific literature by analyzing strategic HRM in social enterprises using bibliometrics. The researcher then conducted keywords on the Scopus database (Scopus.com). The analysis results showed that 261,499 articles were collected. The researcher used Program R to conduct the bibliometric analysis. SEs adopt innovative HR practices like value-based recruitment, tailored training programs, volunteer management, and adaptive performance evaluations to align employee values with organizational missions while promoting inclusivity and retention despite resource constraints. However, SE face challenges such as financial limitations, skill mismatches, high turnover, cultural diversity, and stakeholder pressures. To address these issues, SEs must innovate HR strategies that integrate sustainability and stakeholder expectations. This study highlights an increase in SHRM research within SEs driven by sustainability concerns and the complexity of workforce management. Through thematic analysis, two main clusters emerge: sustainable development and human-organization dimensions, illustrating the link between strategic HR decisions, employee engagement, and organizational outcomes. Despite growth, a decline in citation count suggests the need for better research accessibility, collaboration, and quality. This research emphasizes SHRM's importance in supporting SEs' dual missions and managing tensions between social and economic goals. Future research should explore cross-regional dynamics, technology integration, and stakeholder engagement to enhance SHRM's practical and theoretical contributions and ensure SEs can better achieve sustainable social impact. This study employed a systematic review methodology, collecting data from the existing literature, and conducting thematic analysis to explore trends and gaps in SHRM practices for SEs.

Keywords: *Strategic Human Resource Management, Social Enterprises, Sustainability, Workforce Management*

INTRODUCTION

The integration of SHRM with business strategy is increasingly emphasized through its impact on organizational innovation and performance. By aligning HRM practices of skill enhancement, motivation enhancement, and opportunity enhancement with strategic activities, organizations can significantly improve innovation and performance (Chowhan, 2016; Bhatia & Shukla, 2024). In the context of financial firms in Jordan, strategic HR practices, such as recruitment, training, and career opportunities, have been shown to reduce turnover and improve financial performance, underscoring the direct link between SHRM and organizational effectiveness. Additionally, SHRM contributes to building dynamic strategic capabilities by using human resources to adapt to a rapidly changing environment, thereby maintaining a firm's competitive advantage (Sharr, 2024). In social business organizations, SHRM is critical for creating shared value by ensuring rigorous recruitment, training, and performance evaluation aligned with social and business objectives (Ferdousi & Abedin, 2023). The alignment of organizational culture with SHRM is also important because it can moderate the relationship between strategy and HRM, thus influencing firm performance and effectiveness. In addition, SHRM practices that focus on career risk mitigation, extrinsic rewards, and innovation talent development are critical to facilitating breakthrough innovation, especially in environments with

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Corresponding author's email: fanjiwijaya@upi.edu

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varying degrees of organizational conservatism (Choi et al., 2019). Overall, the integration of SHRM with business strategy not only improves organizational efficiency but also fosters innovation, resilience, and sustainable competitive advantage (Wang et al., 2024).

Social enterprises (SEs) are organizations that blend social objectives with business operations to address social issues while maintaining financial viability. Unlike traditional businesses that prioritize profit maximization, SEs focus on creating social value, often by internalizing externalities and providing better services to disadvantaged groups (Wijaya & Teny, 2022; Sampene et al., 2024). They operate in various sectors, including social care, where they are seen as more innovative and trustworthy than private entities, although they face internal tensions due to their dual mission (Firmanto et al., 2024; Hall & Alexander, 2023). SEs play a unique role in solving social and economic problems by implementing strategies that increase social impact, such as penetration and diversification, which helps them navigate dual mission tensions. Their operational environment is complex because they must balance profitability with sustainability, a challenge that has become more apparent with the adoption of the Sustainable Development Goals (SDGs) (Bansal et al., 2023; Islam et al., 2024). SEs significantly contribute to sustainable development by aligning their missions with SDGs, leveraging collaborative networks, and driving innovation. Despite these contributions, SEs face challenges in defining organizational models and promoting themselves because of competing social and business logics. Heterogeneity among SEs, which is influenced by cultural and economic factors, further complicates their operational landscape, requiring a nuanced understanding of their characteristics across regions and sectors. Ultimately, SEs play an important role in improving societal well-being, as evidenced by their positive impact on subjective well-being and disease reduction among economically disadvantaged populations (Mailani et al., 2024).

Strategic Human Resource Management (SHRM) is implemented in social enterprises to align human resources with the dual mission of achieving social and business goals. This alignment is critical to creating shared value, as evidenced by rigorous recruitment and training processes that focus on aligning candidates with social mission and business goals (Menina, 2023). Unlike traditional business organizations, social enterprises emphasize an "ethic of care" approach, which is central to HRM decisions and involves different HRM systems tailored to the unique workforce of social enterprises (Roumpi et al., 2020). This approach contrasts with the profit-driven focus of traditional businesses, where HRM practices are primarily designed to maximize financial performance. SHRM in social enterprises also addresses challenges such as limited resources, employee diversity, and stakeholder demands by fostering a participatory work environment and utilizing commitment-based HRM practices to increase employee innovation and engagement (Chang et al., 2022). These practices are critical in managing socio-business tensions because they help maintain a balance between competing objectives and stakeholder expectations (Belte et al., 2023). In addition, SHRM supports social enterprises by improving employee relations through improved compensation and working conditions, which are particularly important in resource-constrained environments (Kim, 2024). The application of social performance incentives further illustrates how SHRM can improve social and financial outcomes, demonstrating the adaptability and effectiveness of SHRM in addressing the multifaceted challenges faced by social enterprises. Overall, SHRM in social enterprises is characterized by its focus on aligning human resources with the social mission, encouraging innovation, and managing the inherent tension between social and business objectives (Marcelo, 2023).

Social enterprises face unique challenges in human resource management (HRM), stemming from their dual mission of achieving social and economic goals. Key issues include skill gaps, employee retention, and community engagement. Skills gaps often arise due to the specialized nature of social enterprises, which require employees to have both business acumen and commitment to social causes. This requires a rigorous recruitment process that assesses candidates' alignment with the organization's mission and values (Ferdousi & Abedin, 2023). Employee retention is another

significant challenge because social enterprises must balance competitive compensation with financial constraints. Many organizations are adopting family-oriented and participatory work environments to reduce employee turnover. Community engagement is critical for social enterprises because it helps them build trust and support for their initiatives. This engagement often involves integrating community needs into HRM practices, such as through training programs that enhance local employability (Signoretti & Sacchetti, 2020). To address these challenges, social enterprises should adopt best practices from both the for-profit and nonprofit sectors, such as lean HRM practices that increase efficiency and employee empowerment. In addition, an "ethic of care" approach in HRM can foster a supportive work environment that aligns with social missions (Roumpi et al., 2020). However, social enterprises must overcome barriers such as limited public recognition and financial constraints, which may hinder their ability to attract young talent and provide adequate training. Understanding and implementing these best practices is crucial for social enterprises to achieve their mission and ensure sustainability in a competitive environment (Sultan et al., 2021).

Systematic studies are critical to understanding the implementation patterns of Strategic Human Resource Management (SHRM) in social enterprises because of the unique challenges and dual missions these organizations face. Social enterprises operate at the intersection of social and business objectives, requiring a nuanced approach to HRM that traditional frameworks, often developed for nonprofit organizations, may not adequately address (Roumpi et al., 2020). Systematic reviews, as discussed by Gustafsson, provide a structured method to synthesize existing research, identify gaps, and build a foundation for evidence-based practice (Gustafsson, 2020). In the context of social enterprises, systematic studies can illuminate specific HRM practices that align with their ethical and social missions, such as the "ethics of care" approach identified in social enterprises in the UK. In addition, these studies can assist in understanding how SHRM can manage the tension between social and business objectives, which is an important aspect of nonprofit hybridization (Belte et al., 2023). The current literature on SHRM in social enterprises is scattered and lacks a comprehensive analysis, as highlighted by Omid and Dal Zotto, who emphasized the need for a holistic theoretical framework to guide future research (Omid & Dal Zotto, 2022).

This study aims to fill this gap by providing an evidence-based analysis of SHRM practices and challenges specific to social enterprises, thereby contributing to a more integrated understanding of how these organizations can effectively manage their human resources to achieve their dual goals. Through systematic studies, researchers can develop typologies and frameworks that better capture the complexity of SHRM in social enterprises, ultimately supporting their growth and sustainability in competitive environments. To that end, the researcher created the Overarching Research Question: How are Strategic Human Resource Management practices implemented in social enterprises and what challenges are they facing?

LITERATURE REVIEW

Basic Concepts of Strategic Human Resource Management (SHRM)

Strategic Human Resource Management (SHRM) is an approach that aligns human resource practices with an organization's strategic objectives to improve performance and achieve long-term goals. Unlike traditional HRM, which focuses on administrative tasks such as recruitment and benefits management, SHRM is future-oriented and integrates HR functions with overall business strategies to gain a competitive advantage (Aiko, 2023; Reddy et al., 2022). The main dimensions of SHRM include HR strategic planning, leadership development, talent management, and performance evaluation. These elements ensure that HR practices are not only aligned with organizational goals and contribute to the development of company-specific capabilities that support long-term success. SHRM emphasizes the importance of leveraging human capital by fostering an environment that encourages continuous learning and adaptation to changes caused by globalization and technological advances (Arora et al., 2023; Marwah et al., 2023). The benefits of SHRM to organizations are numerous,

including increased productivity, improved employee engagement, and increased organizational sustainability. By aligning HR practices with strategic goals, organizations can optimize talent acquisition, development, and retention processes, which in turn fosters a more engaged and high-performing workforce. In addition, SHRM supports the creation of a workplace culture that values diversity and inclusion, thereby promoting creativity and innovation. This strategic alignment not only improves organizational performance and ensures that organizations remain competitive and sustainable in a rapidly changing business environment (Nikam et al., 2024).

Social Enterprises (SE): Unique Contexts and Challenges

Social enterprises (SEs) are organizations that combine social and economic objectives to address social problems through entrepreneurial means. They can be structured as for-profit or non-profit entities, with the primary goal of creating social value while maintaining financial sustainability (Fleischer & Pendl, 2024; Gertner, 2023). SEs are characterized by their dual focus on social mission and economic viability, often engaging in innovative practices to balance these objectives (Hall & Alexander, 2023). They operate in a unique context that presents several challenges, including resource constraints, the need for continuous innovation, and managing a diverse workforce (Olmedo et al., 2023; Oliński & Mioduszewski, 2022). Resource constraints are particularly significant because SEs often rely on a mix of revenue sources, such as grants, donations, and income from services, which can limit their scalability and internationalization potential (De Beule et al., 2023). Innovation is essential for SEs to develop sustainable solutions that address social, economic, and environmental issues, often requiring them to build smart partnerships and engage in social innovation (Kamaludin, 2023). Employee diversity in SEs can be both a strength and challenge, as effective management must use the diverse skills and perspectives of a diverse team. Effective HR practices are essential for SEs to navigate operational challenges and achieve social goals, ensuring that they can continue to contribute positively to their communities and wider societal goals (Hall & Alexander, 2023).

Interaction between SHRM and Social Enterprises

Strategic Human Resource Management (SHRM) in social enterprises is implemented to support social mission through various customized approaches, such as values-based recruitment, community development, and volunteer management. Social enterprises often prioritize candidates with a strong alignment to their social mission, ensuring that the recruitment process rigorously assesses candidates' prior knowledge and interest in social business, as seen in social business case studies where formal recruitment processes are emphasized to select suitable candidates without bias (Ferdousi & Abedin, 2023). Community development is also an important component, with social enterprises engaging in collaborative and user-centered approaches that involve working with communities and universities to improve social innovation performance (de Souza João-Roland & Granados, 2023). Volunteer management is another area where SHRM plays an important role, as social enterprises often rely on volunteers to achieve social goals, requiring effective management strategies to maintain engagement and productivity.

Effective SHRM strategies that have proven successful in supporting the social goals of social enterprises include inclusive training programs and work flexibility. Workplace training processes are designed to orient employees toward social and business goals, with key performance indicators set to evaluate their performance in these areas (Ferdousi & Abedin, 2023). In addition, a family-oriented and participatory work environment is fostered to reduce employee turnover and increase employee satisfaction (Ferdousi & Abedin, 2023). Work-integrated social enterprise (WISE) in South Korea, for example, has shown that governance arrangements that promote labor equality can lead to positive social impacts, highlighting the importance of inclusive policies (Lee et al., 2024).

The unique context of SHRM in social enterprises is shaped by their dual focus on social and business objectives, which distinguishes them from traditional business organizations. Social

enterprises must navigate the tension between these objectives, often requiring a hybrid approach to SHRM that balances competing demands (Belte et al., 2023). This hybridization requires a strategic fit in SHRM practices to effectively manage this tension because social enterprises seek to create shared value by internalizing externalities and exploiting complementarities with commercial activities (Gertner, 2023). The emphasis on social mission leads to innovative SHRM practices that prioritize social impact alongside financial sustainability, distinguishing social enterprises from traditional business models (De Beule et al., 2023).

Strategic HRM Practices in Social Enterprises

Strategic Human Resource Management (SHRM) practices in social enterprises (SEs) are critical to balancing social and business goals, and several best practices have been identified in the literature. For example, social business organizations often implement formal recruitment processes that rigorously assess candidates' alignment with the social mission, followed by on-the-job training that focuses on both social and business goals (Ferdousi & Abedin, 2023). In addition, SEs benefit from commitment-based HRM practices that enhance employee innovation by encouraging value congruence with the organization's social mission (Wen et al., 2022). Innovations in HRM in SEs include volunteer management models and community-based training programs, which are important for engaging local communities and improving social innovation performance. These programs often involve collaboration with universities and community stakeholders to develop solutions tailored to community needs (de Souza João-Roland & Granados, 2023). Efforts to improve employee retention are also evident, with SEs creating family-oriented and participatory work environments that contribute to low turnover rates (Ferdousi & Abedin, 2023). The success factors for SHRM practices at SE include strong leadership, participatory organizational culture, and external support. Leadership plays a critical role in navigating the tension between social and business goals, especially in hybrid nonprofit organizations where SHRM fit is critical to managing competing demands (Belte et al., 2023). A participatory culture that encourages employee engagement and innovation is also important because it aligns with the social mission and improves organizational performance (Chang et al., 2022). In addition, external support from community partnerships and collaborations with academic institutions can enhance the effectiveness of SHRM practices by providing additional resources and expertise. These elements collectively contribute to the successful implementation of SHRM practices in social enterprises, enabling them to achieve the dual goals of social impact and financial sustainability.

Strategic HRM Challenges in Social Enterprises

Social enterprises (SEs) face a myriad of strategic human resource management (SHRM) challenges, both internally and externally, as they strive to balance social and economic goals. Internally, SEs often grapple with resource limitations, skill mismatches, and cultural conflicts. Resource constraints are prevalent due to the dual focus on social impact and financial sustainability, which can limit the ability to attract and retain skilled personnel (Ávila et al., 2024; Belte et al., 2023). Skills mismatch arises because SEs require employees who are not only technically proficient but also aligned with the social mission, requiring rigorous recruitment and training processes to ensure fit (Ferdousi & Abedin, 2023). Cultural conflicts can occur within SEs as they integrate diverse operational priorities, such as community engagement and innovation, which can lead to tensions between social and business objectives (Ávila et al., 2024; Belte et al., 2023). Externally, SEs contend with economic uncertainty, government regulations, and stakeholder pressure. Economic fluctuations may impact funding and revenue streams, challenging SEs to sustain operations and social programs (Gertner, 2023). Government regulations may impose additional compliance burdens, especially in developing countries where institutional frameworks may be less supportive of hybrid models (Tran & Schaeffer, 2024). Stakeholder pressures, including demands from beneficiaries, funders, and

partners, may further complicate strategic decision-making because SEs must navigate conflicting expectations (Bojica & Martínez-Del-Río, 2023). A case study of a work integration social enterprise (WISE) in France highlights these challenges, illustrating how cross-sectoral partnerships can introduce inter-organizational tensions and the risk of mission drift, requiring strategic management to uphold social objectives. These challenges underscore the importance of SHRM in aligning organizational practices with SE's dual purpose of ensuring social impact and economic viability.

Gaps in Existing Literature

The existing literature on Strategic Human Resource Management (SHRM) primarily focuses on commercial organizations, with limited attention being paid to social enterprises (SEs). This gap is evident because most SHRM research does not adequately address the unique challenges and context of SEs, which differ from traditional commercial entities due to their dual focus on social impact and financial sustainability (Quilloy et al., 2024; Lorenzo-Afable et al., 2023). Moreover, empirical studies on SHRM in social enterprises are scarce, especially in developing countries and specific geographical contexts. This lack of empirical research limits the understanding of how SHRM practices can be effectively applied to SEs to enhance their social impact (Quilloy et al., 2024). The literature also highlights the need for a multidisciplinary approach to enrich the understanding of SHRM in social enterprises. Integrating insights from strategic management, human resource management, and social studies can provide a more comprehensive framework to address the complex dynamics in SEs (Bonfanti et al., 2024; Lorenzo-Afable et al., 2023). Such an approach would facilitate the development of customized SHRM strategies that align with the unique missions and operational models of social enterprises, thereby enhancing their capacity to achieve social value creation and impact (Lorenzo-Afable et al., 2023). Addressing this gap requires concerted efforts to expand the scope of SHRM research beyond traditional commercial settings and to incorporate diverse methodological perspectives that reflect the multifaceted nature of social enterprises (Quilloy et al., 2024; Lorenzo-Afable et al., 2023).

Conceptual Framework

This outline provides a clearer picture of the flow and focus of the article. Each section can be developed with more in-depth references and data as required.

Table 1. Conceptual Framework

Element	Description
Strategic Human Resource Management (SHRM)	This HR approach integrates HR practices with the organization's strategic objectives to achieve competitive advantage. HR planning, leadership development, talent management, and performance evaluation.
Social Enterprises (SE)	Organizations that combine social and economic goals with a focus on creating social value while maintaining financial sustainability. SE faces challenges such as resource constraints and social innovation.
SHRM Practice in SE	Value-based recruitment, community-based training, and volunteer management. Focus on balancing social and business objectives through innovative practices such as inclusive training and social orientation programs.
SHRM Challenges in SE	Internal challenges include resource limitations, skill mismatches, and cultural conflicts. External challenges include economic uncertainty, government regulation, and stakeholder pressure.

Element	Description
SHRM's Role in Achieving Social Goals	SHRM supports the achievement of social goals by creating an inclusive culture, managing employee diversity, and improving retention through a participatory and family-based work environment.
Gap in Literature	There is a lack of empirical research on SHRM in SE, especially in developing country contexts and with a multidisciplinary approach to understanding SE's social and economic dynamics.

RESEARCH METHOD

This systematic review is designed to identify, analyze, and synthesize relevant literature on Strategic Human Resource Management (SHRM) in social enterprises (SEs). The method follows the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines, which ensures the transparency and replicability of the literature review process. The literature search was conducted in two major databases that are trusted in the academic community: Scopus. A search strategy was developed based on primary keywords and Boolean operators to ensure the inclusion of relevant literature.

The keywords used cover a wide variety of the main topics, such as: "Strategic Human Resource Management" OR "SHRM", "Social Enterprises" OR "Social Businesses", "Practices" AND "Challenges" or "Human Resource Management" AND "Nonprofit Organizations". Search limitations in the language: Articles are written in English. Time Period: Articles published in the last decade (2013-2023). Document Type: Empirical or literature reviews. Field of Study: Management, business, and organization.

The inclusion and exclusion criteria were applied to ensure that only relevant articles were included in this review. Inclusion Criteria: Articles discussing SHRM in the context of social enterprises. Relevant empirical, theoretical, or literature review studies. Research published in highly reputable journals. Exclusion Criteria: Articles that do not focus on social enterprises or SHRM. Studies in the context of the public sector or purely commercial enterprises. Opinion articles, short reports, or abstracts without sufficient data.

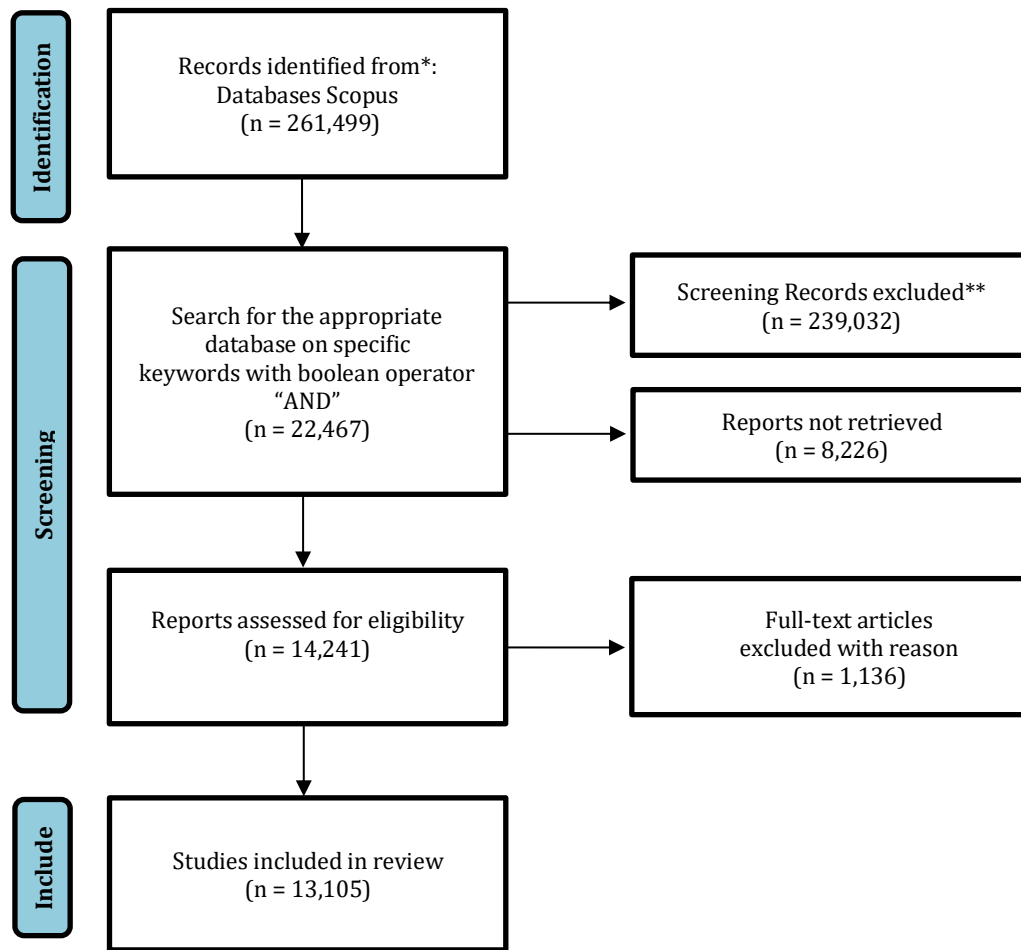


Figure 1. Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) flow diagram

Source: (Benevene & Buonomo, 2020; Pati & Lorusso, 2018)

The selection process was conducted in four stages according to the PRISMA framework:

1. Identification:
All relevant articles were retrieved from the database search using a search string. Duplicates were removed using reference management software (e.g., Mendeley or EndNote).
2. Screening:
The title and abstract of each article were reviewed to determine the initial relevance of the research question.
3. Eligibility:
The full text of the remaining articles was examined in detail to ensure compliance with the inclusion and exclusion criteria.
4. Inclusion:
Articles that met all criteria were included in the final review for analysis and synthesis.

FINDINGS AND DISCUSSION

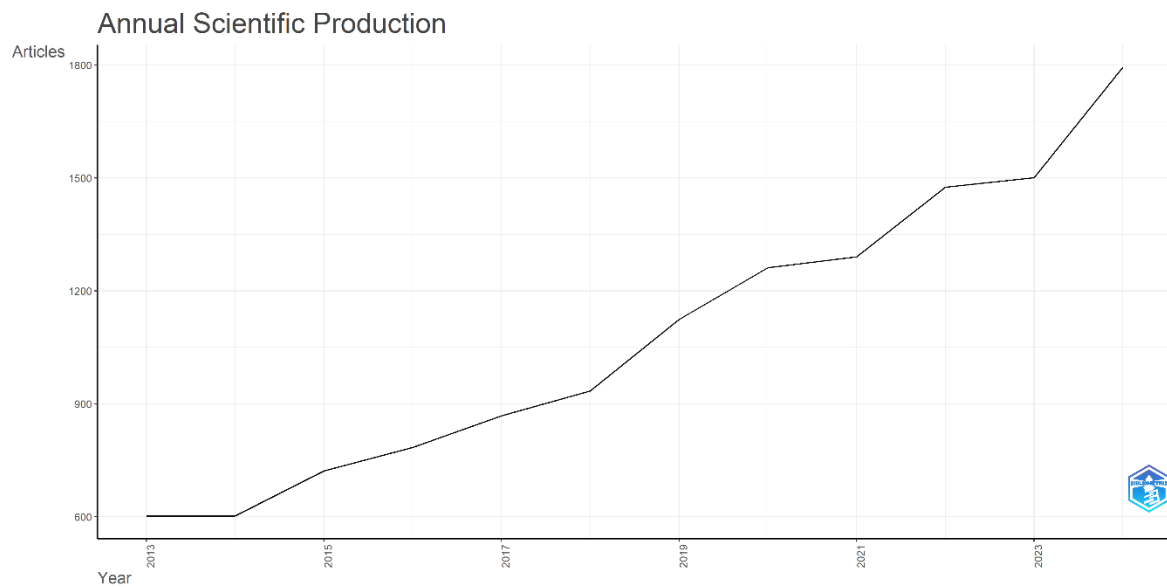


Figure 2. Trend of Publications in Strategic Human Resource Management (SHRM) in Social Enterprises

Trend of Publications in Strategic Human Resource Management (SHRM) in Social Enterprises

Data from Scopus reveal a significant increase in the number of SHRM-related annual publications in social enterprises from 2013 to 2024. In 2013, the number of articles published was 601, while in 2024, it increased to 1,794 articles, showing a more than 3-fold increase over a decade.

Consistent Increase in a Decade: The graph shows that publication growth has not only been consistent but has also shown acceleration since 2019. The following periods can be identified as important milestones: 2013-2015: Moderate growth, with an increase of 121 articles in 2 years., 2016-2019: Significant increase, from 784 articles in 2016 to 1,124 articles in 2019, 2020-2024: This period saw the biggest spike. In 2020, the number of articles was 1,262 and continued to increase to 1,794 in 2024.

Factors Supporting Publication Improvement

1. The Relevance of SHRM in Social Enterprises

The increase in publications reflects the urgency and importance of SHRM research in improving the efficiency and sustainability of social enterprises, especially despite global challenges such as the COVID-19 pandemic.

2. Complexity and Diversity of SHRM Practices

Various practices and challenges in social enterprises require a strategic human resource management approach that encourages researchers to explore this theme further.

3. Academic Institutional Support and Public Policy

Support for socially-based research, including funding allocations and government recognition of the role of social enterprises, contributes to the increasing number of publications.

Opportunities for Future Research

The surge in publications in recent years (2022-2024) shows that the field is at the peak of academia's attention. However, it also opens up opportunities for in-depth research, especially related:

- Effectiveness of HRM strategies in the specific context of social enterprises.
- Innovations in management approaches to address workforce challenges in social enterprises.

- Comparisons between countries and regions to understand the global dynamics of SHRM in the sector.

Practical implications

The results of this study are highly relevant for management practitioners in social enterprises to understand the latest trends, adapt more effective HRM strategies, and address the unique challenges in this sector. In addition, the importance of integrating evidence-based practices into human resource management strategies is also a key focus.

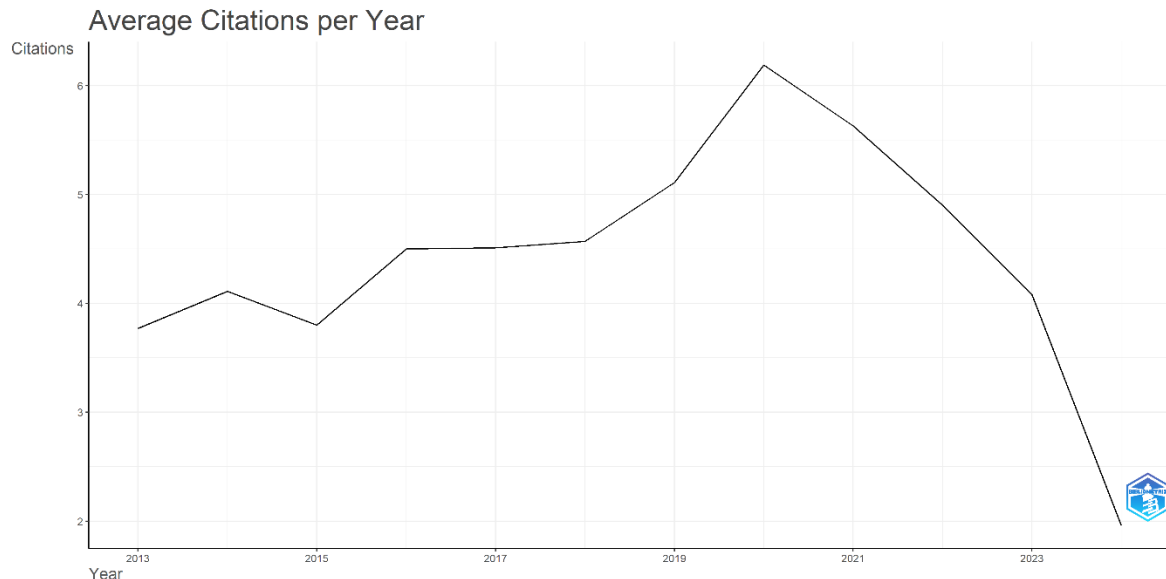


Figure 3. Average Citations per Year for SHRM Research

Average Citations per Year in SHRM Research

Data from Scopus show the changing dynamics of average annual citations of articles related to Strategic Human Resource Management (SHRM) in social enterprises. The graph and table note a pattern of fluctuation from 2013 to 2024, with a peak in average annual citations in 2020 of 6.19 before experiencing a significant decline in recent years.

Trend Analysis of Average Annual Citations

1. Initial Improvement (2013–2020)

Average annual citations increased moderate to significantly over this period. In 2013, MeanTCperYear was 3.77, which increased to 6.19 in 2020. This reflects the high academic influence and attention paid to articles published during this period. The increase in 2020 can be attributed to the urgency of SHRM-related research themes, particularly in the context of the COVID-19 pandemic, which has triggered the global relevance of this research.

2. Post-Peak Decline (2021–2024)

Since 2021, there has been a drastic decrease in average annual citations, reaching 1.96 in 2024. Some factors that may contribute to this trend include: Increasing Publication Volume: The number of publications continues to increase annually, but not all of them receive the same number of citations. This could reflect saturation or the distribution of academic attention to additional articles. Declining Citable Years: Newer articles have a shorter time to acquire citations, which explains why the citation numbers for 2023 and 2024 are lower than those for previous years.

The close link between sustainable development and decision-making indicates that strategic decisions in social enterprises are heavily influenced by sustainability goals, especially in terms of supply chain management, socioeconomic impacts, and climate change.

2. Blue Cluster: Human and Organizational Dimensions

This cluster is dominated by keywords related to human and organizational aspects:

- Humans and humans: This theme highlights the central role of human resources in social enterprises' operations and strategies.
- Leadership and management practices: These keywords reflect the importance of leadership and management practices in ensuring organizational sustainability.
- Education and program evaluation: Highlights the importance of training, learning, and program evaluation as core elements of SHRM in social enterprises.

The relationship between this cluster and the red cluster illustrates the link between human aspects and strategic decisions to support sustainability.

CONCLUSIONS

Innovative SHRM Practices

Social enterprises modify traditional SHRM approaches to reflect their social orientation, including through values-based recruitment, skills training, volunteer management, and adaptive performance evaluation. Innovations such as flexible work schedules, personal development, and inclusive approaches demonstrate the organization's efforts to retain its workforce despite financial constraints.

Complex Challenges

Key challenges include limited financial resources, skill mismatches, high employee and volunteer turnover, internal conflicts fueled by diversity, and pressure from stakeholders with conflicting interests.

These factors indicate that social enterprises operate in a dynamic environment and demand innovative solutions in the field of SHRM. The value-based Approach: Prioritizing value congruence in HR recruitment and management to help social organizations achieve their goals more effectively. Volunteer management: Nonmaterial reward strategies, relevant training, and operational flexibility can improve volunteer engagement and retention. Employee Retention: Implementing flexible work schedules, personal development, and inclusive work environments can address financial compensation limitations. Donors and Stakeholders: Understanding the specific needs of social enterprises and providing support for training, people development, and investment in technology can strengthen the ability of these organizations to fulfill their social missions.

SHRM in social enterprises plays a crucial strategic role in supporting the sustainability of social mission. This research provides a holistic view of the practices and challenges faced and paves the way for innovation and collaboration to improve the effectiveness of social enterprises in creating sustainable social impact. Practitioners and researchers are encouraged to continue exploring new approaches relevant to sector dynamics.

LIMITATION & FURTHER RESEARCH

While this research provides valuable insights, it also has some limitations that must be considered. First, the data used in this research are limited to the Scopus database, which may not be a comprehensive representation of global research trends in Strategic Human Resource Management in Social Enterprises. In addition, the Bibliometrix method used in this study has various limitations, such as difficulties in accurately measuring the impact of specific research papers and specific research areas. The effectiveness of this bibliometric study has not been fully realized because of various constraints imposed by the researchers. For example, the search for terms in abstracts can be

expanded by incorporating synonyms, such as using “Strategic HR Policies in Social Enterprises” as an alternative term. The scope of this study is limited to journal articles. However, other publications such as book chapters and conference papers are also worth inclusion in the bibliometric analysis. This particular study examined publications from 2013 to 2023, thereby excluding works from other Years. Future studies may benefit from extending the analysis timeframe. Moreover, by not only limiting the search to articles in Scopus but also including other types of documents such as book chapters and conference proceedings, a more comprehensive study can be conducted across varied datasets, such as those available in Web of Science (WoS).

Implications of SHRM Research Findings on Social Enterprise

Future research on Strategic Human Resource Management (SHRM) in social enterprises should emphasize two key aspects: sustainability and a multidisciplinary approach. Integrating sustainability goals with HR strategies should be a key focus, ensuring that HR practices support the long-term vision of social organizations. In addition, the relationship between the human dimension and sustainable development requires collaboration between fields such as environmental science, economics, and technology when designing holistic solutions. In future research directions, technology, especially artificial intelligence, can play a major role in supporting strategic decision-making in social enterprises. In addition, stakeholder engagement is also an important aspect, where effective strategies are needed to involve them in the decision-making process to create a broader and sustainable social impact.

Although this study takes a global approach, the dynamics of SHRM in social enterprises are strongly influenced by context factors, such as local culture, regulations, and economic development level. Therefore, the findings should be generalized with caution, especially for specific regions or sectors.

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