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ORIGINAL ARTICLE

Knowledge management in Latin America: Analysis of research trends from Scopus

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ABSTRACT

Objective. This study analyzed research on knowledge management produced by Latin American authors.

Design/Methodology/Approach. To visualize research trends, a bibliometric indicator set was applied to data extracted from Scopus. The indicators calculated were productivity and collaboration by country, affiliation, and author.

Results/Discussion. We observed that a few authors concentrate a significant proportion of the total productivity, reflecting their central influence on developing and disseminating knowledge within the field. Analysis of the co-authorship map shows a complex collaborative network. Scientific productivity by country reveals significant differences between the number of publications and international connections. Brazil leads with 607 papers, a figure that far exceeds the number of its international connections. On the other hand, Peru, with 74 publications and 25 connections, presents a minor difference (49) between its productivity and its international links. This indicates a higher level of integration in Peru's international networks, reflecting its participation in specific collaborations of high relevance. The Universidad Distrital Francisco José de Caldas, located in cluster 3, leads productivity with 22 published documents. The density analysis of the map of institutions reveals a value of 0.0123, which indicates that the network is highly dispersed. This density level is evidence that, although there are connected nodes, most institutions are not directly linked to each other.

Conclusions. The analysis of scientific productivity on knowledge management in Latin America shows an apparent concentration of publications in a few authors and institutions. Co-authorship patterns reveal the existence of well-defined clusters, where some act as central nuclei with high internal cohesion, while others serve as bridges connecting different scientific communities.

Keywords: knowledge management; collaborative networks; Latin America; scientific production; bibliometric study.

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1. INTRODUCTION

Knowledge management (KM) arises in capital companies, valuing knowledge not only as a support to productive processes but as a good in itself (Jiménez, 2008). According to Guilló and Fernández (2009), "knowledge management is the dynamic process of creation, storage, transfer, application, and use of knowledge to improve results in an organization" (p. 137). From the perspective of knowledge as an organizational asset, KM is a discipline that seeks to harness it in a structured and systematic way to achieve objectives and improve decision-making.

Recognizing the value of tacit knowledge leads to key reflections on the relevance of local and widespread knowledge. This perspective has been promoted in Latin America by various schools and social movements (Jiménez, 200). In that region, much research on KM has taken place. For example, the study by De Freitas *et al.* (2022) examines KM tools and practices used by academic institutions in Latin America staff based on a sample of 374 people. The results highlight the frequent use of ICTs such as e-learning, mobile technology, sharing networks, teleconferencing, and web-based systems. The authors conclude that, regardless of the formal implementation of a KM system, ICTs are essential to facilitate the KM process in this context. In another vein, Durst (2022) empirically analyzed how organizations in selected Latin American countries manage knowledge-related risks, considering both the public and private sectors. The results reveal that organizations identify various knowledge risks and employ different methods to analyze them. However, only a minority actively manage these risks or implement risk management practices, suggesting significant opportunities for improvement in this area.

The extensive scientific output on KM in the Latin American region demonstrates not only a community engaged with this topic but also a strong interest in quantitatively analyzing the literature produced in this area. This is exemplified by the study conducted by Marulanda Grisales *et al.* (2022), which developed a bibliometric analysis assessing the scientific output on KM in hybrid social entrepreneurship from 1995 to 2021, evaluating 157 documents in Scopus using Lotka, Pareto, and De Solla Price's laws. The results identify future trends, including the application of Industry 4.0 and 5.0 tools, global ecosystem integration, inclusion and diversity, and community empowerment to address specific needs. Additionally, the research by Valbuena Antolínez and Sánchez Cárcamo (2024) examines the state of the art in KM and intellectual capital in higher education from 1999 to 2023 through a bibliometric and hermeneutic analysis of 202 documents in Scopus. The authors propose a concept of intellectual capital in education that connects institutions with their stakeholders, fostering the generation, transfer, and protection of knowledge, which contributes to learning, innovation, and value creation through a dynamic and evolutionary approach to types of capital.

Similarly focused on the university sector, Quintero Quintero *et al.* (2021) analyzed research on KM in universities globally and in Colombia from 2000 to 2021 using bibliometric methods, drawing on the Scopus and Web of Science databases. By employing both quantitative and qualitative approaches, the study evaluates the evolution of publications, authors, institutions, and keywords. The findings reveal limited empirical output in Colombian universities, with only 16 out of 315 publications related to the business sector. Meanwhile, Garcés-Giraldo *et al.* (2021) explored 82 publications on KM in learning via mobile devices, highlighting thematic trends such as human-computer interaction, knowledge-based systems, and mobile technology. The results indicate growth in this area, emphasizing the importance of KM in adopting technologies for online learning applied to mobile devices.

Bibliometric research has also examined knowledge management (KM) linked to other topics, as in the case of García-Ramos *et al.* (2023), where the connection between change management and KM was analyzed in 118 articles published over 27 years. The results indicate a decline in publications from 2010 to 2014, but stability in citations since 2015, also highlighting the most relevant countries and articles. The authors emphasize the need to boost scientific production that integrates both topics to strengthen their theoretical

foundation and respond to contemporary demands. Meanwhile, González and Pedraza (2019) investigate scientific output related to human capital, KM, organizational learning, and educational competitiveness from 2010 to 2018. Analyses were conducted using the Web of Science and Scopus databases, as well as data from the National Council of Science and Technology (CONACYT) and the Ministry of Public Education (SEP) regarding the number of researchers in Mexico in the field of education, the institutions they belong to, and the associated academic bodies. It became evident how little attention these variables have received at both the international and national levels, as their analysis focused primarily on the private sector. This study will analyze the research on KM produced by Latin American authors. To visualize research trends, we will apply a set of bibliometric indicators to data extracted from Scopus.

2. METHODOLOGY

The sample for this study included 1,982 documents extracted from the Scopus database. We selected this database due to its extensive coverage of Latin American studies and the capabilities it offers for conducting bibliometric research. We implemented a search strategy that aimed to be as narrow as possible to identify all research with a direct or indirect focus on KM. To this end, we included the phrase "knowledge management" only in the title field. We then filtered the results based on all Latin American countries, considering any research produced by at least one author affiliated with a country in the region as Latin American. The search strategy is presented below:

TITLE ("knowledge management") AND PUBYEAR > 1976 AND PUBYEAR < 2024 AND (LIMIT-TO (DOCTYPE, "ar") OR LIMIT-TO (DOCTYPE, "cp") OR LIMIT-TO (DOCTYPE, "ch") OR LIMIT-TO (DOCTYPE, "re") OR LIMIT-TO (DOCTYPE, "cr")) AND (LIMIT-TO (AFFILCOUNTRY, "Brazil") OR LIMIT-TO (AFFILCOUNTRY, "Spain") OR LIMIT-TO (AFFILCOUNTRY, "Portugal") OR LIMIT-TO (AFFILCOUNTRY, "Colombia") OR LIMIT-TO (AFFILCOUNTRY, "Mexico") OR LIMIT-TO (AFFILCOUNTRY, "Peru") OR LIMIT-TO (AFFILCOUNTRY, "Cuba") OR LIMIT-TO (AFFILCOUNTRY, "Ecuador") OR LIMIT-TO (AFFILCOUNTRY, "Venezuela") OR LIMIT-TO (AFFILCOUNTRY, "Argentina") OR LIMIT-TO (AFFILCOUNTRY, "Jamaica") OR LIMIT-TO (AFFILCOUNTRY, "Uruguay") OR LIMIT-TO (AFFILCOUNTRY, "Costa Rica") OR LIMIT-TO (AFFILCOUNTRY, "Trinidad and Tobago") OR LIMIT-TO (AFFILCOUNTRY, "Panama") OR LIMIT-TO (AFFILCOUNTRY, "Dominican Republic") OR LIMIT-TO (AFFILCOUNTRY, "Puerto Rico") OR LIMIT-TO (AFFILCOUNTRY, "Paraguay") OR LIMIT-TO (AFFILCOUNTRY, "El Salvador") OR LIMIT-TO (AFFILCOUNTRY, "Bolivia") OR LIMIT-TO (AFFILCOUNTRY, "Honduras") OR LIMIT-TO (AFFILCOUNTRY, "Dominica")).

Once the documents were extracted, we normalized the entries related to the indicators we wanted to examine. We normalized the data for keywords, countries, affiliations, and authors. The indicators we calculated in this study were:

- Productivity and collaboration by country: the distribution of countries was calculated, and collaboration maps were generated for all identified countries.
- Productivity and collaboration by affiliation: the distribution of institutions was calculated, and institutional collaboration maps were generated from those with at least three documents.
- Productivity and collaboration by author: The distribution of authors was calculated, and co-authorship maps were generated for those authors who contributed at least three documents.

The maps were created using the bibliometric software VOSviewer, which also generated co-word, collaboration, and co-authorship maps. Frequency distribution analysis was utilized to evaluate the distribution by indicator and the networks within the maps. The structure of the maps was qualitatively assessed to improve the study's findings.

3. RESULTADOS

3.1. Author productivity and co-authorship network

The productivity of Latin American authors publishing on KM exhibits considerable variability among researchers (see Table 1). Authors like Víctor Hugo Medina García lead with 32 publications, making him the most productive. He is followed by Mírian Oliveira, Juan-Gabriel Cegarra-Navarro, and Eduardo Tomé, each with 18 published papers. Aurora Vizcaíno contributes significantly with 13 papers, although this is more modest compared to the leaders in the field. We observe that a few authors account for a substantial portion of the total productivity, reflecting their central influence in developing and disseminating knowledge within the discipline.

The analysis of the co-authorship map reveals a complex collaborative network (see Figure 1). Cluster 1 emerges as the central core of the network, consisting of authors such as Javier Andrade, Juan Ares, Rafael García, Santiago Rodríguez, Andrés Silva, and Sonia Suárez. These authors are highly interconnected and demonstrate significant scientific productivity, with each having published six papers. Their close collaboration indicates the presence of a well-established research group. The connectivity of this cluster not only strengthens its internal cohesion but also positions it as a central pillar in the flow of knowledge within the network.

Author	Documents
Víctor Hugo Medina Garcia	32
Juan-Gabriel Cegarra-Navarro	18
Mírian Oliveira	18
Eduardo Tomé	18
Aurora Vizcaíno	13
Fátima Guadamillas	12
Patricia Ordóñez De Pablos	12
Ieda Pelógia Martins Damian	11
Jano Moreira De Souza	11
Mario J. Donate	11
Francisco J. García-Peñalvo	11
Rodrigo Valio Dominguez Gonzalez	11
Leonor Pais	11
Mario Piattini	11
Fábio Corrêa	10
Florinda Matos	10
Jonice Oliveira	10
Leonor Teixeira	10
Fabrício Ziviani	10

Table 1. Most productive authors.

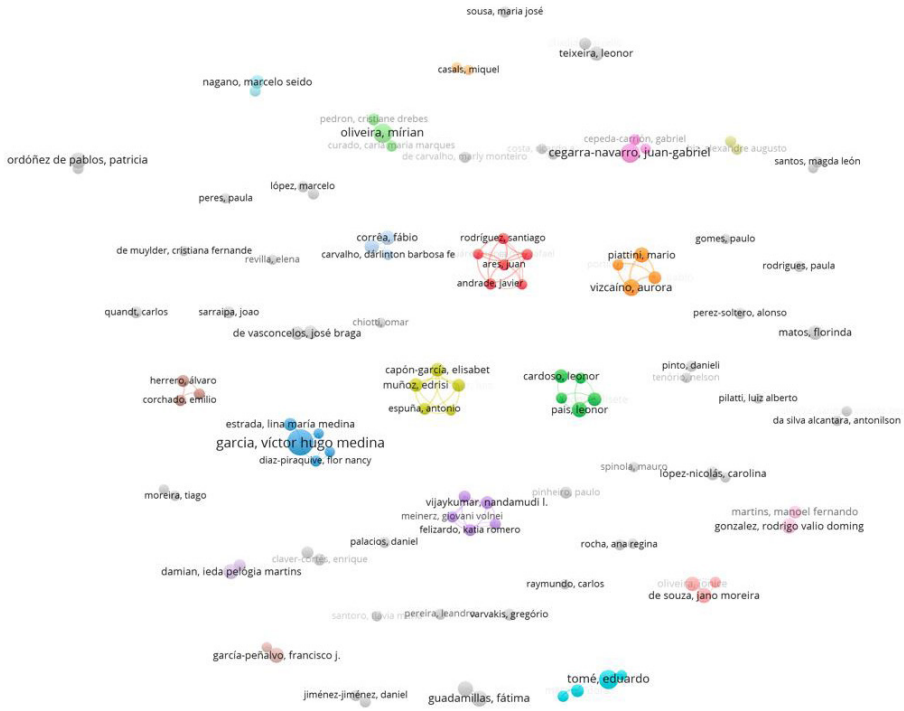

Figure 1. Co-authorship network.

In cluster 2, we find authors such as Elisabeth Brito, Leonor Cardoso, Samuel Monteiro, Lisete Mónico, and Leonor Pais, who primarily publish on KM practices within municipal and organizational contexts. Although this cluster exhibits somewhat lower internal connectivity compared to cluster 1, it maintains links with other key clusters, including cluster 1. Cluster 3 features authors like Ruben Gonzalez Crespo, Flor Nancy Diaz-Piraquive, Lina Maria Medina Estrada, Victor Hugo Medina Garcia, and Dario Liberona, who act as bridges between scientific communities. These authors demonstrate a lower level of connectivity within their cluster but build relationships with other significant groups in the network. This pattern of connectivity suggests that they play a crucial role in interdisciplinary integration, fostering the exchange of knowledge across various subject areas. Their involvement in the network, while more dispersed, is vital for diversifying perspectives and enhancing scientific collaboration. These authors have made significant contributions to the implementation of KM models in the finance and business sectors, as well as in academic platforms (García, Castañeda & Pinto, 2022; García *et al.,* 2023).

Authors	Cluster
Javier Andrade, Juan Ares, Rafael García, Santiago Rodríguez, Andrés Silva, Sonia Suárez	1
Elisabeth Brito, Leonor Cardoso, Samuel Monteiro, Lisete Mónico, Leonor Pais	2
Rubén González Crespo, Flor Nancy Diaz-Piraquive, Lina María Medina Estrada, Víctor Hugo Medina Garcia, Dario Liberona	3
Elisabet Capón-García, Antonio Espuña, José M. Laínez-Aguirre, Edrisi Muñoz, Luis Puigjaner	4
Érica Ferreira De Souza, Ricardo De Almeida Falbo, Katia Romero Felizardo, Giovani Volnei Meinerz, Nandamudi L. Vijaykumar	5
Elizaveta Gromova, Dora Martins, Susana Silva, Eduardo Tomé	6
Mario Piattini, Javier Portillo, Juan Pablo Soto, Aurora Vizcaíno	7
Emilio Corchado, Álvaro Herrero, Lourdes Sáiz	8
Juan-Gabriel Cegarra-Navarro, Gabriel Cepeda-Carrión, Silvia Martelo-Landroguez	9
Carlos Eduardo Barbosa, Jano Moreira De Souza, Jonice Oliveira	10
Carla Maria Marques Curado, Mírian Oliveira, Cristiane Drebes Pedron	11
Dárlinton Barbosa Feres Carvalho, Fábio Corrêa, Fabrício Ziviani	12

Table 2. Most prominent clusters on the map according to the number of nodes.

To mention other clusters, we have the case of cluster 10, where Carlos Eduardo Barbosa stands out. With 7 published papers, he represents a significant node in his group. Barbosa establishes important connections with authors from the central core, strengthening the interrelationship between scientific communities. This pattern of interaction indicates that Barbosa provides a thematic specialization that is valuable both for his cluster and for others. He has numerous publications on KM systems. Similarly, in cluster 13, Alexandre Augusto Biz acts as a moderately connected contributor, also with 6 published papers. Although his cluster is small and less integrated, Biz's connections with authors from other clusters show his involvement in specific areas, particularly KM in the tourism sector (Muniz *et al.,* 2020).

Inter-cluster relationships are crucial for the global exchange of knowledge. Authors like Javier Andrade from cluster 1 and Carlos Eduardo Barbosa from cluster 10 exemplify bridge figures who connect various scientific communities. These connections encourage the integration of different perspectives and promote interdisciplinarity, which is vital for advancing the field. Collaborations among authors from distinct clusters enhance the network by blending complementary approaches and topics.

The analysis of the authors with the highest number of published papers reveals interesting patterns about their connections in the co-authorship network. Victor Hugo Medina Garcia, from cluster 3, leads in productivity with 32 published papers and maintains connections with four co-authors, including Ruben Gonzalez Crespo and Flor Diaz-Piraquive, showing a select but highly collaborative group. This pattern highlights its central role in the network, where it combines a high volume of publications

with key interactions within its cluster. Mírian Oliveira, from cluster 11, with 18 publications, has connections with only two authors, Carla Maria Marques Curado and Cristiane Pedron, showing a more specialized and less diversified approach in his collaborations. For his part, Juan-Gabriel Cegarra-Navarro, in cluster 9, also with 18 papers, collaborates closely with authors such as Gabriel Cepeda-Carrión, reflecting a work dynamic centered on small but cohesive teams.

In cluster 6, Eduardo Tomé, with 18 publications and three connections to Elizaveta Gromova and Dora Martins, showcases a moderately connected network that seems focused on strategic relationships within his community. Meanwhile, Aurora Vizcaino, from cluster 7, has 13 papers and collaborates with three co-authors, including Mario Piattini and Javier Portillo, emphasizing her role as a key collaborator. Overall, the most productive authors tend to have smaller, more selective collaboration networks, prioritizing quality and thematic focus over the sheer number of connections. This trend illustrates that high productivity in the field of KM in Latin America is more closely associated with specific, influential relationships than with a high level of connectivity within the network.

3.2. Productivity and Country Collaboration Network

Scientific productivity by country reveals significant differences between the number of publications and international connections (see Table 3). Brazil leads with 607 documents, far exceeding the number of its international connections (28). This evidencing a more autonomous or internal focus in its scientific production, although it maintains significant collaborations with key countries. The difference between publications and connections, 579, highlights Brazil's capacity to generate a large amount of knowledge with a relatively limited number of international links.

With 568 documents, Spain combines high productivity with a notable number of connections (55), reflecting a balance between scientific production and international collaboration. Although the difference between publications and connections is high (513), this combination suggests a dual role as a producer of knowledge and a collaborative actor on the map. Portugal and Colombia present a similar dynamic. Portugal has 288 documents versus 33 connections, while Colombia reaches 262 papers with 26 connections. In both cases, the significant differences between productivity and connections (255 and 236, respectively) suggest that, although these countries collaborate actively, much of their productivity is driven by national or regional efforts. Finally, Mexico, with 171 publications and 21 connections, also shows a considerable difference (150). However, the ratio of publications to connections suggests that the country maintains a relative balance between international collaboration and independent production.

Brazil stands out among the purely Latin American countries (607 documents). Colombia ranks second in productivity, with 262 published papers and 26 international connections. The difference of 236 between its publications and its links reflects a moderate dependence on international collaborations. At the same time,

Country	Documents	Link strenght	Total link strenght
Brazil	607	28	157
Spain	568	55	353
Portugal	288	33	114
Colombia	262	26	90
Mexico	171	21	106
Peru	74	25	62
Cuba	73	13	23
United States	57	36	117
Ecuador	55	17	50
United Kingdom	54	42	128
Venezuela	43	12	36
Germany	41	33	87
France	38	34	96
Argentina	33	13	25
Italy	24	31	70
Chile	22	10	33
Netherlands	15	25	60
Australia	14	21	42
Switzerland	14	8	38
Greece	13	9	26
Sweden	13	14	24
Canada	12	23	41
China	12	9	21
India	10	18	28

Table 3. Productivity by countries.

much of its scientific production is oriented to national or regional networks. Mexico follows closely with 171 papers and 21 connections, which generates a difference of 150, similar to the pattern observed in Colombia. This reflects that Mexico balances its productivity between international collaborations and local efforts.

On the other hand, Peru, with 74 publications and 25 connections, has a smaller (49) difference between its productivity and international links. This indicates a higher level of integration of Peru in international networks, reflecting its participation in relevant specific collaborations. Finally, Cuba, with 73 publications and 13 connections, shows a difference of 60, suggesting that a considerable part of its research is also carried out within internal or regional networks.

Analysis of the country's collaboration network reveals clear patterns of international connectivity and cooperation (see Figure 2). Argentina stands out as one of the most connected countries in the region, boasting 13 links and a total link strength of 25. It engages in collaborations both within and outside the region, working with countries like Cuba, Ecuador, and Honduras while also extending its influence to nations such as Egypt. This demonstrates a diversified collaboration strategy that encompasses Latin American regions and other parts of the world.

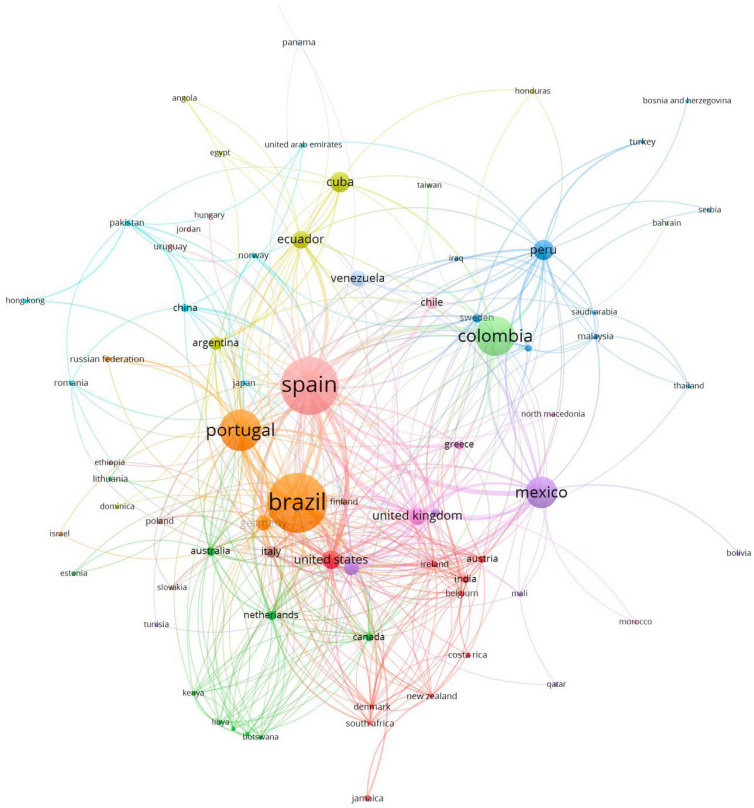

Figure 2. Country collaboration network.

Brazil, with 28 connections and an impressive total link strength of 157, is the country with the most connections and plays a significant role in regional and international integration. Brazilian partnerships are particularly strong with countries like Germany, Israel, and Portugal, as well as with nations outside the region, such as the Russian Federation. This trend highlights Brazil's position as a scientific leader and a crucial link between Latin America and other regions. In contrast, Colombia, with 26 connections and a total link strength of 90, shows more selective connectivity. Its interactions include countries in distant regions like Bahrain and Taiwan, indicating a focus on specific high-impact collaborations, potentially in emerging research areas. However, its regional interactions are less pronounced.

In the case of Chile, while it contributes notably with 10 links and a total link strength of 33, it seems to have more limited connectivity to other countries in the analyzed network, as no concrete links are reported on this map. Finally, Bolivia, with one link and a link strength of 2, maintains connections with six countries, including France, Mexico, and Switzerland. This indicates a pattern of collaborations primarily oriented toward countries with strong scientific infrastructure.

If we examine the map, aside from the purely Latin American countries, we can see that among the most connected nations in the network, Spain occupies a central position, distinguishing itself as the nation with the most international collaborations. With 55 established connections and a total link strength of 353, Spain not only leads in the number of interactions but also in the depth of these relationships. This connectivity emphasizes Spain's role as a crucial node in the global network, likely due to its involvement in European projects and collaboration with regions in Latin America and other parts of the world.

The United Kingdom also stands out with 42 connections and a total link strength of 128, while the United States, with 36 connections and a total link strength of 117, rounds out this leading group. Although it has fewer connections than Spain and the United Kingdom, the strength of its links indicates intensive and productive collaborations, supported by its position as a global scientific power. France and Portugal also hold important roles in the co-authorship network. France, with 34 connections and a total liaison strength of 96, is established as a key player. Meanwhile, Portugal, with 33 connections and a total liaison strength of 114, demonstrates its integration on the map.

3.3. Productivity and institutional collaboration network

The analysis of the connections among the leading institutions on the map reveals significant patterns regarding their roles in the network (see Figure 3 and Table 4). The Universidad Distrital Francisco José de Caldas, located in cluster 3, leads in productivity with 22

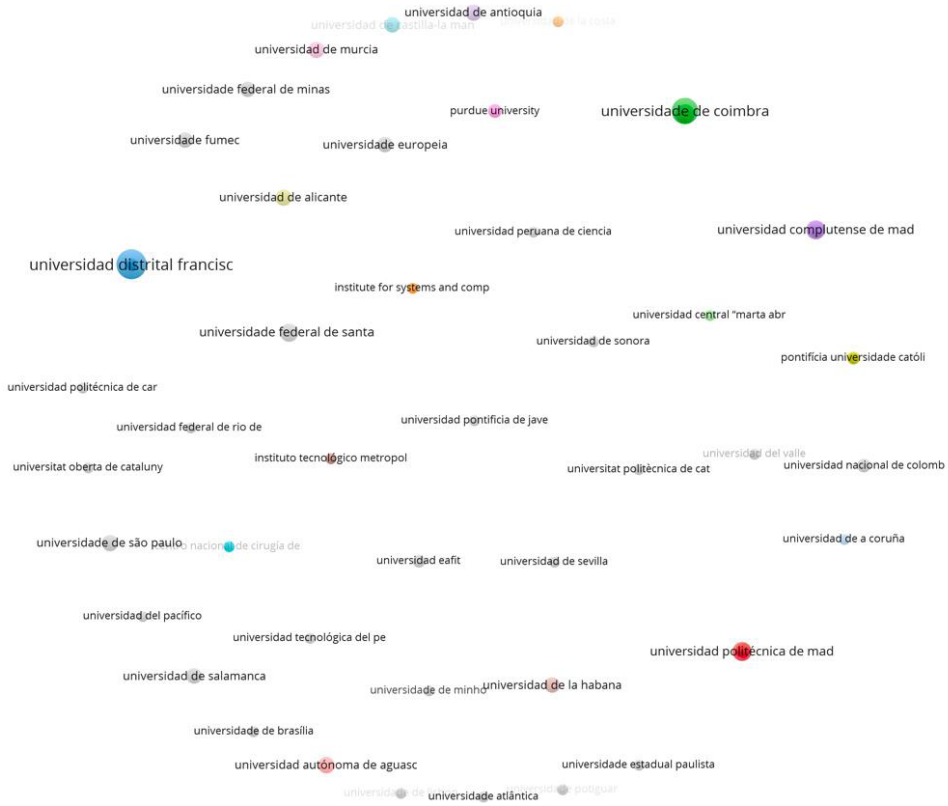

Figure 3. Institutional collaboration network.

Institution	Number of documents
Universidad Distrital Francisco José de Caldas	22
Universidade de Coimbra	17
Universidad Complutense de Madrid	9
Universidad Politécnica de Madrid	9
Universidade de Aveiro	9
Universidade Federal de Santa Catarina	8
Universidad Autónoma de Aguascalientes	7
Universidad de Alicante	7
Universidad de Antioquia	7
Universidad de Murcia	7
Universidad Politécnica de Valencia	7
Universidade de São Paulo	7
Universidad de Castilla-La Mancha	6
Universidad de La Habana	6
Universidad de Salamanca	6
Universidade Europeia	6
Universidade Federal de Minas Gerais	6
Universidade Fumec	6
Purdue University	5
Universidad Nacional de Colombia	5
Universidad Rey Juan Carlos	5

Table 4. List of the most productive institutions.

published papers. However, this institution has only two international connections, creating a notable gap of 20 between its productivity and the number of links. This data indicates that much of the university's research is conducted independently or focuses on national efforts, with limited collaborations. The Universidade de Coimbra, from cluster 2, ranks second with 17 published papers and three connections. Although the difference between publications and connections is smaller (14), it suggests that while the institution maintains international links, much of its scientific output may be directed toward internal or regional networks. A similar situation applies to the Universidade de Aveiro, also in cluster 2, which has nine documents and only one connection, reflecting a difference of eight. The Universidad Politécnica de Madrid, belonging to cluster 1, reports nine published papers and three connections, leading to a difference of six. This balance suggests a more diversified approach, combining independent and collaborative research. Conversely, the Universidad Complutense de Madrid, in cluster 5, has nine papers but only one connection, demonstrating a wider difference of eight and indicating a pattern similar to that of the Universidade de Aveiro.

The density analysis of the institutional map reveals a value of 0.0123, indicating that the network is highly dispersed. This density level demonstrates that, although there are connected nodes, most institutions are not directly linked to one another. This finding indicates that collaborations are limited to groups or clusters with stronger internal connections. The low density may also reflect variations in research focus, with some institutions operating more independently while others engage in selective collaborations.

4. CONCLUSIONS

The analysis of scientific productivity on KM in Latin America shows a precise concentration of publications in fewer authors and institutions. Co-authorship patterns reveal the existence of well-defined clusters, where some act as central nuclei with high internal cohesion, while others serve as bridges connecting different scientific communities.

Brazil leads in productivity regarding collaboration by country, while countries like Spain and Portugal excel in maintaining a balance between publications and international connections, serving as key nodes in the network. However, Latin American nations such as Colombia, Mexico, and Peru have also made significant strides to integrate into international networks, balancing their collaborations with domestic research efforts.

These findings underscore the importance of strengthening collaborative networks on KM in Latin America, diversifying the actors involved, and orienting research towards strategic challenges that involve more meaningful collaboration.

Conflict of interest

The author declares that there is no conflict of interest.

Statement of data consent

The data generated during this research has been included in the manuscript.

Contribution statement

Both authors contributed equally. ●

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