

## Research Trends in Public Service in Indonesia: A Bibliometric Analysis Using The Scopus Database, 2010–2024

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Received: 05 November 2025; Revised: 16 December 2025; Accepted: 16 December 2025

### Abstract

This study examines the development and research trends of public service studies in Indonesia by analyzing Scopus-indexed publications from 2010 to 2024. The research aims to identify publication patterns, dominant thematic areas, and collaboration networks among authors, institutions, and countries. A bibliometric method was applied, using VOSviewer to visualize publication trends, bibliographic coupling, and keyword network structures. A total of 44 publications were collected and analyzed based on publication year, contributing countries and affiliations, journal distribution, and keyword clustering. The findings show a notable rise in research productivity beginning in 2018 and peaking in 2024, indicating increasing academic engagement with public service topics. Indonesia is identified as the primary contributor to the field, while international collaboration remains relatively limited. The thematic mapping indicates a transition from broad discussions of public service to more focused research on digital service innovation, bureaucratic performance, public service motivation, transparency, and the quality of local government services. These findings highlight a shift toward more adaptive, innovation-oriented, and citizen-centered approaches in public service research, reflecting ongoing changes and reform demands within governance practices.

### Keywords:

citizen-centered governance; digital service innovation; government performance; service quality; transparency.

### Introduction

Public service is defined as a set of activities intended to meet community needs in accordance with prevailing regulations (Denhardt & Denhardt, 2015; Fransiskawati et al., 2023; Guarino, 2017). As technology advances and lifestyles evolve, public expectations toward service delivery continue to change dynamically (Homburg, 2017; Yildiz et al., 2024). Indonesian citizens increasingly demand services that are more practical, fast, and automated while encouraging innovation to address complex challenges such as natural disasters and the needs of communities in remote areas (Eni et al., 2024; Safitri et al., 2020). This situation requires the government to continuously adapt by improving the quality of service through innovation and the integration of digital solutions (Dewa et al., 2024; Rajendran & Shyam, 2021; Subaeki et al., 2020; Zemite et al., 2024). Public services may be provided by government institutions or by private organizations under government supervision, covering goods, services, and administrative processes regulated by law (Dewi et al., 2019; Dharmika & Subanda, 2023; Ivanna, 2021; Perrot, 2017; Sevgili Gencay, 2021; Sukmoro et al., 2019; Wollmann, 2016).



Despite various efforts, the quality of public service in Indonesia still faces considerable challenges. Overall service performance remains relatively low, as reflected in unequal service access, low citizen satisfaction, and procedural uncertainty (Syah et al., 2021). Limited infrastructure, particularly in remote and outer island regions, continues to restrict accessibility to essential services (Madubun, 2024; Nurman et al., 2025). Other key obstacles include a shortage of qualified human resources, insufficient budget allocation, and inadequate supporting infrastructure (Nurman, 2016; Rahardjo, 2016). Furthermore, the decentralization of authority has not been fully accompanied by improvements in organizational and managerial capacity at the local level, resulting in suboptimal service outcomes (Setiawan et al., 2022). These persistent problems highlight the urgency of academic inquiry that can identify the main determinants of service quality and propose evidence-based innovation strategies (Kusumasari et al., 2019; Mustainah et al., 2025).

In order to overcome these issues, the Indonesian government has introduced a range of public service reforms and innovations. One significant initiative is the development of one stop integrated services, designed to simplify citizens' access to government services (Dharmika & Subanda, 2023; Zhang et al., 2017). The use of digital technology has been encouraged to improve the effectiveness and openness of service implementation (Hasan et al., 2019). In addition, public and private partnerships have become an important strategy that allows the private sector to contribute to financing, designing, and operating public services (Parker, 2025; Perrot, 2017). The government has also focused on strengthening human resource capacity through professional training and development programs (El-Ouali & Jellouli, 2024), enabling civil servants to improve their competence and performance (Nurman, 2016; Wardiyanto et al., 2025). Moreover, public service motivation plays a key role in enhancing employee performance when aligned with organizational values and the broader public interest (Andersen et al., 2021; Bakker, 2015; Jensen & Holten, 2025; Romanelli, 2024). Likewise, citizen participation is crucial in helping the government identify community needs, overcome service barriers, and provide constructive feedback for continuous improvement (Gerontas et al., 2021; Latupeirissa & Dewi, 2024).

However, research on public service in Indonesia still contains a number of research gaps, particularly related to innovation and the implementation of effective policies. Although several studies have been conducted, discussions on the influence of governance structures on service quality remain limited. Similarly, there is still a limited amount of empirical research exploring how public service motivation influences performance results (Kusumasari et al., 2019; Taolin et al., 2019). In this context, bibliometric analysis offers a relevant methodological approach to identify patterns and trends in public service research. As a quantitative technique, bibliometric analysis enables comprehensive mapping of existing literature to reveal research development, collaboration networks, and the most influential authors, institutions, and journals (Ahmadin et al., 2025; Donthu et al., 2021; Marvi & Foroudi, 2023; Riaman et al., 2022; Saputro et al., 2023; Wulansari et al., 2020). With this method, the progression of research topics can be mapped clearly, forming a basis for future investigations that are more focused and supported by empirical evidence.

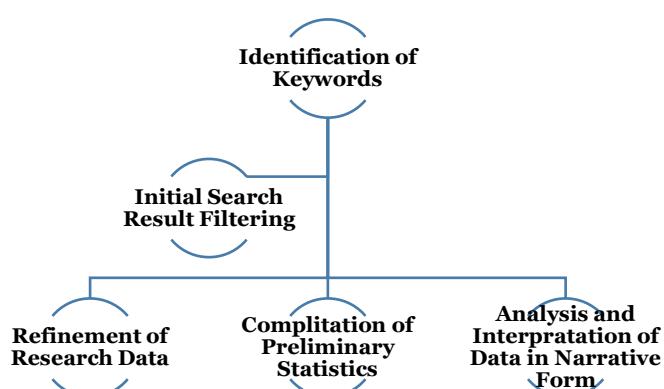
Based on this background, the research question of this study is: What are the key trends, patterns, and thematic directions in public service research in Indonesia from 2010 to 2024? It proposes the question that studies on public service in Indonesia have experienced impact thematic development and an increase in research collaboration, influenced by advancements in digital technology and governance reform. The study also seeks to address an existing research gap, namely the lack of a comprehensive and systematic mapping of public service literature in Indonesia that reveals its intellectual structure and thematic progression. The

originality of this research lies in the use of a Scopus-based bibliometric approach to analyze research development, collaboration patterns, and thematic structures in Indonesian public service studies, which remain relatively unexplored. The findings are expected to provide both theoretical and practical contributions by enriching academic discourse and offering strategic insights for policymakers in formulating adaptive, inclusive, and evidence-based public service strategies. Thus, this study aims to analyze the trends in public service research in Indonesia from 2010 to 2024 by utilizing the Scopus database, with particular attention to publication development, author and institutional contributions, collaboration patterns, and prevailing thematic focuses.

## Method

This research employs a bibliometric method supported by data visualization tools to map the development of public service studies in Indonesia. The bibliometric examination was carried out quantitatively using evaluative and descriptive techniques to identify research patterns reflected in published scholarly outputs. This approach allows the knowledge structure of a discipline to be represented clearly and systematically (Ertz & Leblanc-Proulx, 2019; J. Li et al., 2017; S. Li et al., 2020; Smyrnova-Trybulská et al., 2018; Vílchez-Román et al., 2021). The data topology of this study consists of forty-four scientific articles obtained from the Scopus database, representing research publications on public service in Indonesia from 2010 to 2024. The metadata include information about the author, year of publication, journal title, country of origin, institutional affiliation, keywords, and citation counts. This structure provides a multidimensional representation of research activities related to institutions, regions, and public service topics.

Data collection was conducted systematically using the keywords "public service" and "Indonesian" in the Scopus database. The search results were refined to ensure relevance to the study topic, followed by data cleaning and organization for analysis. The bibliometric analysis in this study was performed through a sequence of interconnected stages, as illustrated in figure 1, which outlines the overall process of bibliometric analysis. The stages include keyword identification, initial data screening, data refinement, preliminary statistical mapping, and narrative interpretation.



**Figure 1.** The stages of bibliometric analysis process  
Source: Processed by the authors Using MS. Word, 2025

The data analysis employed a deductive approach, moving from general bibliometric patterns to more specific thematic insights. The analysis examined co-authorship, co-citation, and keyword co-occurrence among countries, institutions, journals, and authors. Indicators such as publication counts, citation frequency, and link strength were used to measure the

connections among research elements and to identify the most influential components. The analysis was carried out using the VOSviewer software, which is widely used for mapping bibliometric networks and analyzing relationships among research objects (Al Husaeni & Nandiyanto, 2022; Du et al., 2024; J. Li & Wei, 2022; Malmqvist et al., 2019; Yudhanto & Asmiyanto, 2021).

Data visualization was central to this study in improving the clarity of interpretation and supporting the robustness of the findings. The visualizations were produced using the three primary modes in VOSviewer: network visualization, overlay visualization, and density visualization. Network visualization illustrates the relationships among authors, institutions, and keywords. Overlay visualization presents the chronological development of research topics, while density visualization highlights frequently appearing terms and dominant research clusters. These visual representations provide a clearer and more comprehensive understanding of how public service research in Indonesia has evolved over time. Reliability and validity were ensured through the use of the Scopus database, which guarantees data consistency and authenticity, and by applying standardized bibliometric procedures. The combination of quantitative indicators such as citation frequency, link strength, and keyword consistency reinforces the robustness of the analysis. Through this methodological framework, the study provides an objective, transparent, and evidence-based representation of the intellectual landscape and research dynamics in public service studies in Indonesia.

## **Results and Discussion**

The results of the bibliometric analysis in this study are presented through visualizations generated using the VOSviewer software, which maps the relationships among countries, institutions, journals, authors, and keyword occurrences in the form of network visualization and overlay visualization. The initial search in the Scopus database identified fifty documents related to public service in Indonesia; however, after a process of screening and data refinement, the number was narrowed down to forty-four publications that served as the basis for further analysis.

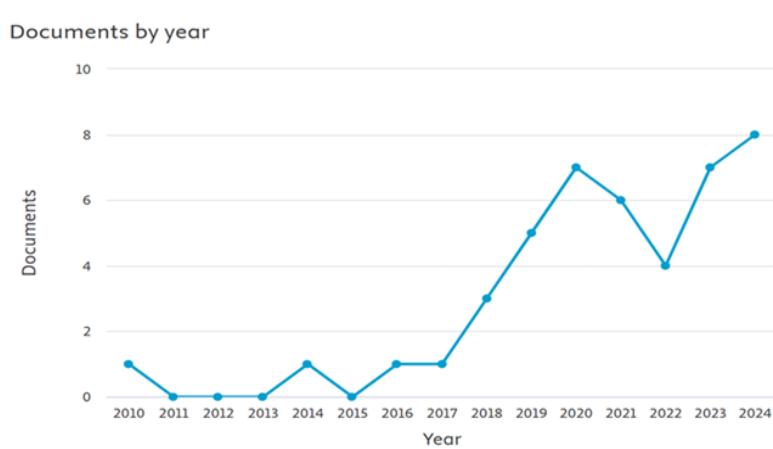
## **Publication Trends**

Research publications on public service in Indonesia indexed in Scopus span the period from 2010 to 2024. The number of publications varies from year to year, reflecting shifts in research attention and academic focus within this field. The yearly distribution of publications is summarized in table 1 and visualized in figure 2 below.

**Table 1.** Number and Percentage of Public Service Publications in Indonesia (2010-2024)

No	Year	Number of Publications	Percentage
1	2024	8	18,18%
2	2023	7	15,91%
3	2022	4	9,09%
4	2021	6	13,64%
5	2020	7	15,91%
6	2019	5	11,36%
7	2018	3	6,82%
8	2017	1	2,27%
9	2016	1	2,27%
10	2015	0	0,00%
11	2014	1	2,27%
12	2013	0	0,00%
13	2012	0	0,00%
14	2011	0	2,27%
15	2010	1	2,27%
<b>Total</b>		<b>44</b>	<b>100%</b>

Source: Compiled by the authors using MS. Word, 2025



**Figure 2.** Number of Public Service Topic Publications (2010-2024)

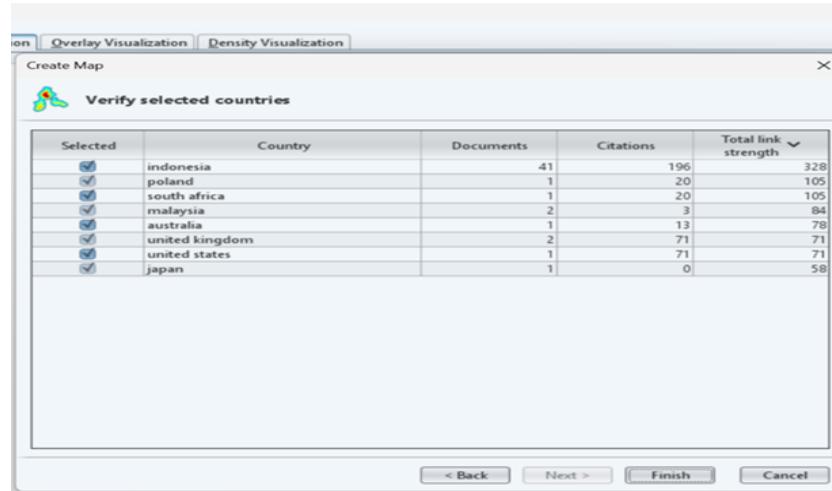
Source: Analysis Results from Scopus Database, 2025

The table 1 and figure 2 above indicate that publications began to appear in 2010, with a very limited number of only one publication. A similar condition occurred during the 2011–2017 period, when research productivity remained relatively low, with the number of publications never exceeding three documents per year. A significant increase started to emerge in 2018 and continued through the 2020–2024 period, during which the number of publications consistently ranged between five and eight documents per year. The peak of research productivity was reached in 2024, with a total of eight publications, accounting for 18.18 percent of the entire dataset. This increase indicates that public service issues have gained growing attention within Indonesia's academic discourse, aligning with the global trend that also recorded a surge of studies related to public administration and digital governance in the last few years (Monica et al., 2024; Wahidah & Afriyani, 2021). This finding underscores that the dynamics of public service in Indonesia have developed rapidly in response to digitalization and the growing demand for adaptive governance. Therefore, public service

research in Indonesia has shown significant growth since 2018 and reached its peak in 2024, consistent with the global trend of innovation-driven and digital-based public administration research.

### Country Bibliographic Coupling

Documents indexed in Scopus related to the topic of public service in Indonesia were published by several countries. A total of eight countries were recorded as contributors to these publications, with a minimum threshold of one document, as illustrated in figure 3 below.



**Figure 3.** Countries Based on Total Publications, Citations, and Highest Power

Source: Processed by the authors using VosViewer, 2025

Based on the figure, Indonesia ranks as the country with the highest publication contribution, with 41 documents, a total of 196 citations, and a total link strength of 328, indicating strong dominance and connectivity within the research network. Other contributing countries, although with significantly fewer publications, include Malaysia and the United Kingdom, each with two publications. Despite their smaller publication output, countries such as the United Kingdom and the United States show a notable influence through a relatively high number of citations, reaching 71 in total.

These findings are consistent with Samuel et al. (2024), who emphasize the importance of cross-country collaboration in enhancing research visibility. Collaboration between Indonesia and the United Kingdom, for instance, stands out within the publication network. Thus, Indonesia serves as the central hub for public service research; however, international collaboration remains limited and needs to be strengthened to increase citation counts and scientific impact. Moreover, countries such as Poland and South Africa, despite having only one publication each, managed to obtain 20 citations with a total link strength of 105, indicating a strategically positioned international collaboration. This data suggests that cross-national collaboration plays a crucial role in expanding research visibility and impact, even though the number of publications does not always correspond proportionally to the number of citations received.

Indonesia has the largest circle compared to other countries, indicating a dominant position and a strong level of connectivity in research collaboration. Other countries such as Poland, Japan, Australia, and the United Kingdom are also connected to Indonesia, although their circles are smaller, suggesting a more limited degree of collaborative contribution. The most prominent collaborative relationship is observed between Indonesia and the United Kingdom, as shown by the distinct connecting line on the network map. This indicates an

intensive research partnership between the two countries, both in terms of joint publications and cross-citations. Clearly, the map illustrates that Indonesia is not only the center of publication productivity but also a key actor within the international collaboration network in this field.

### **Affiliation Bibliographic Coupling**

Documents indexed in Scopus related to public service in Indonesia were published under several affiliations or universities. The fifteen institutions or universities with the highest number of documents, along with their corresponding citation counts and total link strength. There is a clear tendency among affiliations or universities with the highest citation counts in research on public service in Indonesia during the 2010–2024 period. The Inter-American Development Bank ranks first with 71 citations and a link strength of 68, followed by the University of East Anglia with the same number of citations, indicating the significant influence of both institutions within the international research network. In the subsequent ranks, several national institutions such as IAIN Lhokseumawe, the Trisakti Institute of Transportation and Logistics, STIE Indonesia Jakarta, and BPPT demonstrate strong performance, each with 28 citations and a link strength of 158. Meanwhile, Universitas Airlangga and Universitas Padjadjaran also appear in the top ten, with 26 citations and a link strength of 131, highlighting the contribution of major Indonesian universities to this research field. This distribution indicates that the influence of publications is not concentrated in a single region but involves institutions across multiple continents. This finding suggests that research on public service in Indonesia has gained global attention, fostering broader international collaboration and significantly contributing to the advancement of public service knowledge in Indonesia. In line with this, it also demonstrates that the contribution of Indonesian scholars has begun to increase, although the influence of international publications remains stronger. As noted by Lupala & Kayuza (2022), the capacity of local institutions still needs to be strengthened in order to reach parity with global research organizations.

### **Journal Bibliographic Coupling**

Documents indexed in Scopus related to public service in Indonesia during the 2010–2024 period were published across various scientific journals. From the 44 documents gathered, VOSviewer was employed to map the bibliographic relationships among the journals. The journals were then ordered according to their publication output, and the top ten most productive journals are shown in the table below.

**Table 2.** Journal Based on the Highest Total Documents

No	Journal Name	Number of Citations	Number of Documents
1	European Economic Review	71	2
2	Cogent Business and Management	28	2
3	Journal of Organizational Effectiveness	26	1
4	Water Alternatives	26	0
5	Administratie Si Management Public	20	1
6	Innovation and Management Review	16	0
7	Social Sciences	13	1
8	Quality - Access To Success	7	3
9	International Journal of Applied Business and Economic Research	7	0
10	Journal of Physics: Conference Series	7	0
11	Proceedings - 2019 5th International Conference On Science and Technology, Icst 2019	7	0
12	International Journal of Membrane Science and Technology	4	0
13	Journal of Theoretical and Applied Information Technology	4	0
14	Journal of Digital Media and Policy	3	0
15	Public Administration Issues	3	0

Source: Processed by the authors using MS. Word, 2025

There is a clear trend among journals with the highest number of publications in this field of study. European Economic Review ranks first with two documents and seventy-one citations, indicating a significant influence on the development of this area of research. In second place, Cogent Business and Management recorded two documents and twenty-eight citations, followed by Journal of Organizational Effectiveness and Water Alternatives, each with one document and twenty-six citations. Other journals that also contributed to the dissemination of this research include Administratie Si Management Public, Innovation and Management Review, and Social Sciences. This distribution indicates that research on public service in Indonesia is not limited to journals specializing in public administration but also extends to multidisciplinary journals.

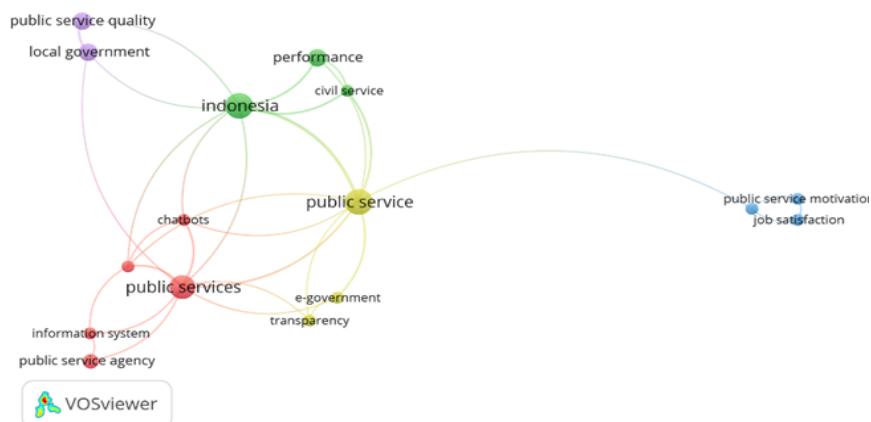
These findings are consistent with , who noted that public service issues are increasingly appearing in non-administrative journals as a Sudrajat (2023) response to the growing complexity of public sector challenges. This suggests that the results of this study can serve as a reference for future researchers seeking to publish similar studies, emphasizing the importance of aligning their work with the focus and scope of relevant journals to increase the likelihood of broader acceptance and citation.

### Document Bibliographic Coupling

Documents indexed in Scopus related to the topic of public service in Indonesia during the 2010–2024 period were published across various scientific journals. The publication with the highest citation count is the work of Banuri and Keefer (2016), entitled “Pro-social motivation, effort and the call to public service,” which has received seventy-one citations. Meanwhile, in the Indonesian context, Ferianti (2023) reported findings indicating that public service motivation is positively associated with the quality of service delivery. This indicates that the intrinsic motivation of public employees is one of the key variables that has begun to receive wider attention. Therefore, the article by Banuri and Keefer (2016) serves as a primary

reference in public service research, emphasizing the relevance of public service motivation as a significant theme in both global and national studies.

Meanwhile, the data obtained from the PoP software were combined with the RIS format into a single file, which was then imported into the VOSviewer software to generate the bibliometric analysis results. The researcher applied a threshold in determining the use of co-occurring keywords, setting a minimum of two occurrences. This means that a keyword must appear in at least two different documents to be included in the VOSviewer visualization, as illustrated in the following figure.



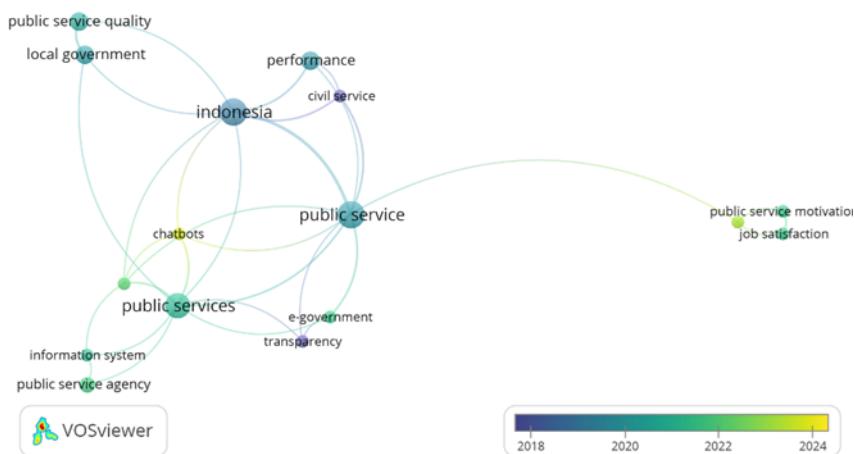
**Figure 4.** Network Visualization of the Emergence of Common Keywords

Source: Processed by the authors using VosViewer, 2025

The network visualization illustrates the connections among keywords that co-occur at least twice within public service research in Indonesia. The term “public service” emerges as the most prominent keyword, indicated by the largest node on the map. A larger node signifies a higher frequency of usage in the analyzed studies.

The mapping results classify the keywords into five main clusters. The first cluster (red) focuses on technological innovation and service systems, including keywords such as chatbots, information system, public service agency, and public services. The second cluster (green) relates to bureaucratic performance and includes terms such as civil service, Indonesia, and performance. The third cluster (dark blue) highlights aspects of employee motivation and satisfaction, encompassing job satisfaction and public service motivation. The fourth cluster (yellow) is centered on digitalization and governance, covering e-government, public service, and transparency. Lastly, the fifth cluster (purple) emphasizes local governance and service quality, represented by the keywords local government and public service quality.

Accordingly, five main research focuses can be identified. The first focus is represented by the keyword public services in Cluster 1, which has the largest circle. The second focus appears in Cluster 2 with Indonesia as the main keyword. The third focus is found in Cluster 3, dominated by the keyword job satisfaction. The fourth focus is represented in Cluster 4 with public service as the core keyword. Finally, the fifth focus is located in Cluster 5, with public service quality as the main keyword. These five thematic focuses can serve as valuable references for future researchers in determining directions and themes in the field of public service studies.



**Figure 5.** Overlay Visualization of the Emergence of Common Keywords

Source: Processed by the authors using VosViewer, 2025

Based on the overlay visualization in the figure, the use of keywords in public service research in Indonesia has shown significant development over time. The blue color represents keywords that began to gain popularity around 2018, such as public services, information system, and public service agency. The green color indicates dominant keywords during the 2020 period, including Indonesia, public service, performance, and civil service. Meanwhile, the red color highlights keywords that appeared between 2019 and 2021, focusing on technological innovation and public service systems, such as chatbots, which became increasingly popular among researchers alongside the rapid digital transformation in the public sector. The purple color shows the strengthening of keywords around 2020, such as local government and public service quality, reflecting growing attention to local governance and service quality improvement. The yellow color represents relatively new keywords that emerged between 2022 and 2024, such as public service motivation and job satisfaction.

This visualization illustrates a shift in research focus from general topics on public services and information systems toward more specific studies, particularly those related to motivation, job satisfaction, and technology-based innovation in public service delivery. These findings highlight that public service research in Indonesia continues to evolve dynamically in response to contemporary demands and global trends, including digitalization and the enhancement of human resource management quality in the public sector. This finding aligns with the works of Kusumasari et al. (2019) and Sangaji & Irianto (2025), who highlight the central role of innovation and digital transformation in contemporary public services. Consequently, public service research in Indonesia is increasingly oriented toward digital innovation and employee motivation, reflecting a shift from a bureaucracy-focused model to one that prioritizes technology and human resource–driven service quality.

## Conclusion

This study explored the trajectory of public service research in Indonesia by reviewing Scopus-indexed publications from 2010 to 2024. The analysis revealed a clear rise in research output beginning in 2018, with the highest publication activity occurring in 2024. The thematic mapping shows a shift from general examinations of public service toward more focused topics such as digital service innovation, bureaucratic performance, public service motivation, transparency, and the quality of local government services. These developments demonstrate

a move toward service models that are more responsive, technology-oriented, and centered on citizens' needs. The findings indicate that public service research is gaining prominence as Indonesia responds to ongoing digital reforms and evolving governance challenges. However, collaboration across countries and institutions remains limited, pointing to the need for stronger international research partnerships. Future studies are encouraged to expand theoretical perspectives, integrate interdisciplinary approaches, and further examine how digital transformation and human-centered service delivery are implemented across diverse public sector settings.

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