

*A Bibliometric Analysis of Participative Leadership Style, Organizational Culture, and Work Motivation of State Civil Apparatus in East Java Province*

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### *Abstract*

*This study aims to analyze the academic research developments on participative leadership style, organizational culture, and work motivation among State Civil Apparatus (ASN) in East Java Province through a bibliometric approach. Data were collected from Google Scholar, comprising 995 articles published between 2019 and 2025. Analysis was conducted using the Publish or Perish software and VOSviewer to map publication trends, author collaboration networks, and thematic clusters. The results show that this field is highly productive and influential, with an h-index of 51 and an average of 15.95 citations per article. Network visualizations revealed three main clusters: context-based public governance, internal organizational dynamics through culture and leadership, and crisis response with cross-sector collaboration. Temporal analysis highlights an evolution from structural government topics to a focus on organizational performance and adaptive governance. Density mapping identified core research areas as well as emerging topics such as collaborative governance and trust. Findings suggest that participative leadership and a healthy organizational culture are key factors in enhancing ASN performance. This study provides practical implications for policymakers to shift focus toward internal capacity development and strengthening stakeholder collaboration. Recommendations include the need for qualitative research and comparative studies across regions to broaden generalizability and deepen understanding of modern bureaucratic dynamics.*

**Keywords:** *Participative Leadership; Organizational Culture; Work Motivation; State Civil Apparatus; Bibliometric Analysis; East Java.*

## INTRODUCTION

Leadership is an essential element in an organization. According to Daft (2014), leadership is an influence relationship between leaders and their followers, aiming to achieve real change and results aligned with shared goals. Yukl (2010) also stated that leadership is the ability of individuals to influence, motivate, and enable others to contribute to the effectiveness and success of the organization. From this, it can be concluded that leadership is the influence of one individual on others through motivation in order to achieve collective goals or organizational targets.

Participative leadership is an approach that involves team or organizational members in the decision-making process. In this approach, leaders do not only act as directors but also as facilitators who encourage the active participation of all members. A person who directs or persuades others to take action toward achieving established goals is called a leader (Purwanto et al., 2020).

According to Kultsum (2017), the perception shared by all employees about the organization is called organizational culture. Culture is a collection of beliefs, practices, stories, and ideas that define what it means to be part of a particular society. Organizational culture, therefore, consists of shared meanings among members of an organization, such as norms, attitudes, and beliefs (Fauzi et al., 2016).

Work motivation is the key factor in achieving organizational goals. In any institution, people are the most critical resources because they are the primary driving factor for success. Work motivation does not function independently; it is directly related to leadership and organizational culture. At the individual process level, motivation and achievement affect organizational output, which represents the final results of internal processes. Human resources often help organizations become more competitive and achieve their goals through increased productivity (Damayani et al., 2020).

The State Civil Apparatus (ASN) plays an essential role in governance and in delivering quality public services. Based on the most recent data published on the official website of the East Java Regional Civil Service Agency, the total number of ASN employed by the East Java Provincial Government is 59,767, consisting of 3 probationary civil servants (CPNS), 39,408 permanent civil servants (PNS), and 20,354 contract-based employees (PPPK). The ASN in East Java continue to strive to improve service quality for the community.



Picture 1. Statistics of East Java Provincial Government Employees (Source: BKD)

## LITERATURE REVIEW

### Participative Leadership

Participative leadership style is one where a leader involves all employees in decision-making processes, with the final decisions reflecting input from both leaders and subordinates. According to Badeni (2013), democratic or participative leaders decentralize authority to employees. Decisions are not made unilaterally but rather through deliberation between superiors and subordinates.

### Organizational Culture

Organizational culture refers to a set of behavioral patterns embedded within each individual, repeated continuously until they become habits within the organization. According to Wood, Wallace, Zeffane, Schermerhorn, Hunt, and Osborn (2013) in Kesek et al. (2021), organizational culture is a system of beliefs and values developed within organizations that guide the behavior of their members. Similarly, Robbins (2012) in Haeruddin et al. (2022) states that organizational culture is a system of shared meanings adopted by members, distinguishing one organization from another.

### Work Motivation

According to Mangkunegara (2013), work motivation is shaped by employees' attitudes toward workplace situations. A positive mindset toward the work environment strengthens motivation to achieve maximum performance. Sayuti (2015) adds that work motivation is influenced by factors such as salary, job security, comfortable environment, coworker relations, and opportunities. In summary, work motivation is a condition influenced by the work environment that serves as the basis for employees to perform optimally.

### Bibliometric Analysis

Bibliometric analysis is a structured quantitative method that systematically examines the dynamics of scientific communication, including citation trends, co-authorship relationships, and the evolution of research themes (Judjianto, 2025). It includes identifying contributing institutions, mapping collaborative networks across countries, and tracking scholarly outputs through publications, patents, and other forms of intellectual property (Sharma, 2024).

## METHOD OF RESEARCH

This study applies bibliometric analysis to systematically explore the academic research developments on participative leadership style, organizational culture, and work motivation of state civil apparatus in East Java Province. Data were collected from the Crossref database,



Picture 2. Metadata results from Publish or Perish software

Citation metrics	<a href="#">Help</a>
Publication years:	2019-2025
Citation years:	6 (2019-2025)
Papers:	995
Citations:	15867
Cites/year:	2644.50
Cites/paper:	15.95
Cites/author:	11897.29
Papers/author:	621.57
Authors/paper:	2.22
h-index:	51
g-index:	115
hI,norm:	42
hI,annual:	7.00
hA-index:	25
Papers with ACC >= 1,2,5,10,20:	428,283,153,78,34

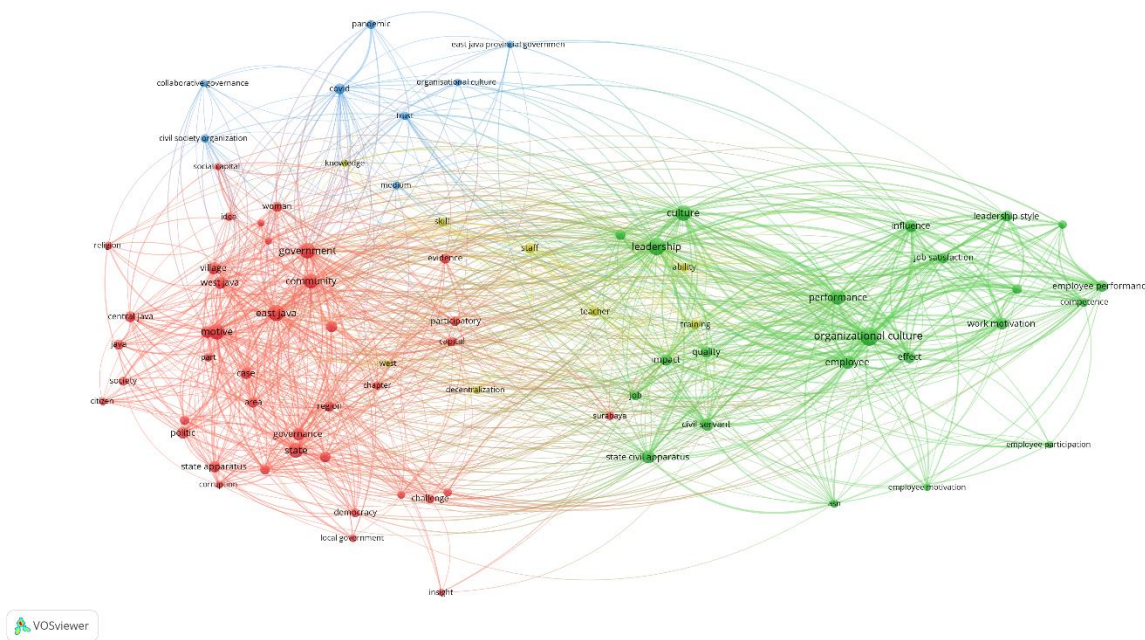
Picture 3. Citation Metrics and Research Output extracted through Publish or Perish

This analysis provides a comprehensive overview of the research landscape, including publication performance, thematic structures, core focus areas, and topic evolution over time.

Citation metrics indicate that this field is highly productive and influential during 2019–2025. High publication volume, 995 papers in six years show very high research activity. Significant citation impact 15,867 total citations with an average of 15.95 citations per paper demonstrate broad recognition.

Strong influence index an h-index of 51, meaning 51 articles had at least 51 citations each, reflects both productivity and scientific impact. g-index of 115 further confirms that highly cited papers have extraordinary impact. Overall, these metrics illustrate a mature, active, and influential field that contributes significantly to knowledge. This data demonstrates a research ecosystem that is not only productive in quantity but also superior in quality and impact. This field has a strong foundation and continues to make significant contributions to science.

### **Bibliometric Interpretation Based on Network Visualization**



Picture 4. Network Visualization

Network and cluster density visualization shows three major interconnected thematic groups.

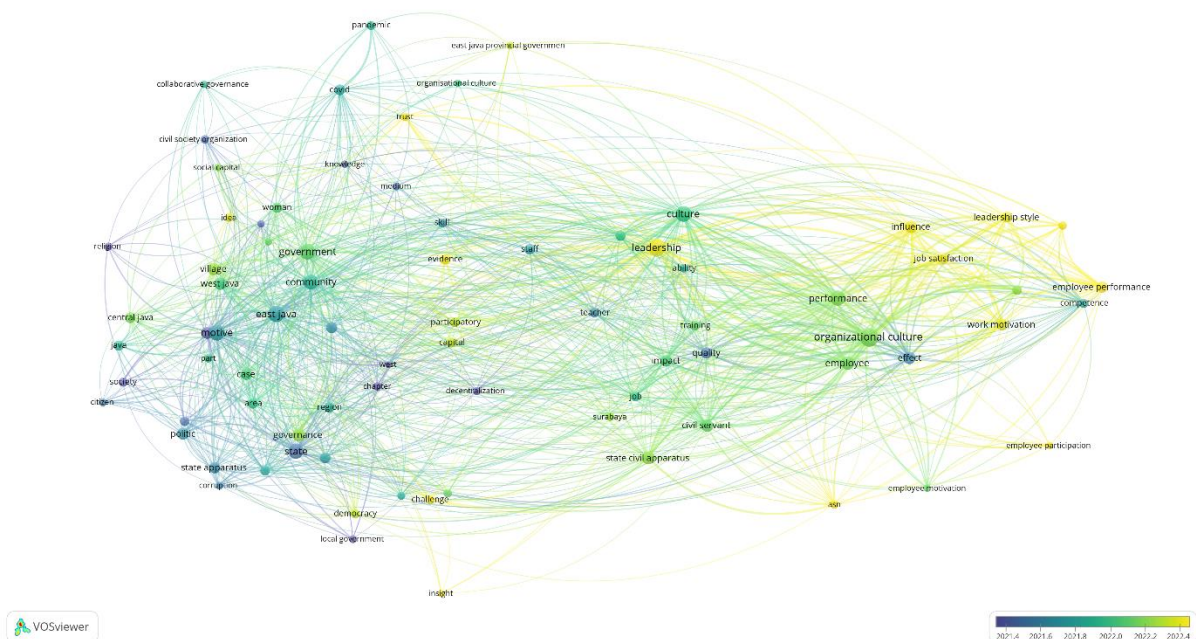
1. ● The Red Cluster - Contextual Foundations, Public Governance and Regional Dynamics of East Java is the heart of the entire research. The strong focus on "east Java", "government" and "community" demonstrates that this research is not abstract, but rather place-based and highly contextual. The researchers not only discuss general governance theory but also actively investigate its implementation in the field. The emergence of keywords such as "corruption", "policy" and "civil society" in this cluster demonstrates a critical approach. The research not only describes the system but also analyzes its challenges (corruption), solutions (policy), and the role of non-governmental actors (civil society).
2. ● Green Cluster - Internal Engine, Organizational Culture and Human Resource Performance If the red cluster is the "what and where," the green cluster is the "how." This cluster delves into the "engine room" of government and private organizations. The focus on "organizational culture", "leadership" and "employee performance" shows that researchers recognize that the quality of public services and government effectiveness are highly dependent on the human resources within them. The research here attempts to answer the questions: "What kind of leadership style is effective?", "How does organizational culture shape job satisfaction?", and "What factors enhance employee competence and performance?" This cluster brings dimensions of

management science, organizational psychology, and organizational behavior into the study of government.

- **Blue Cluster - Stress Testing and Adaptation, Crisis Response and New Governance**  
 This cluster reflects the research field's ability to adapt to real-world challenges. Centered on "pandemic" and "COVID" the cluster analyzes how external shocks test the resilience of existing systems. More importantly, however, is the emergence of the terms "collaborative governance" and "trust." This signals that research is not stopping at problem identification but moving toward exploring solutions. Researchers see that traditional hierarchical governance models are insufficient to address complex crises, necessitating new, more collaborative, trust-based models between government, the private sector, and civil society.

The relationship between the clusters shows that research often bridges these themes, for example, by examining how employee performance (green) in a government agency (red) is influenced by the pandemic (blue). Furthermore, the bridge between the red and green clusters (for example, at the words "staff" or "leader") is the most interesting research area, where public administration theory meets human resource management practices to answer how to improve the performance of employees (green) in East Java government agencies (red).

### Bibliometric Interpretation Based on Overlay Visualization





Density analysis can be likened to a "heat map" or "topographic map" of the research landscape. This visualization not only shows which topics exist but also measures the intensity and centrality of each topic. Areas with "hotter" colors (bright yellow) indicate a very high concentration of research, while "cooler" areas (blue) represent less frequently discussed or peripheral topics.

Here's a detailed interpretation:

## 1. Key Hotspots (Light Yellow Area): Intellectual Pillars

The yellow area is the "center of gravity" where most research energy is concentrated. Two main hotspots stand out:

### **Hotspot A: Nexus of Governance, Community, and Regional Context (government, community, East Java)**

The foundation and primary anchor of the entire research field. The very deep yellow color surrounding this trio of keywords indicates that the majority of the 995 papers analyzed explicitly address governance issues within specific social (community) and geographic (East Java) contexts.

Contextualized Research is not an abstract study of governance theory. It is highly empirical and place-based. Researchers are interested in how theories and policies are implemented and impact the reality in East Java. The close relationship between government and community demonstrates a focus on the reciprocal relationship between state and society, rather than simply an isolated study of bureaucracy.

### **Hotspot B: The Core of Organizational Performance (organizational culture, performance, employees)**

Hotspot B is the mechanistic pillar of this research field. If Hotspot A is "where and what," Hotspot B is "how and through whom." The high concentration here indicates that researchers are intensively investigating the internal factors that drive organizational success.

The presence of this hotspot indicates that the primary objective of the research is to identify mechanisms for improving performance. There is a strong assumption in this field that performance is a direct result of a healthy organizational culture and effective employee management. This hotspot brings nuances of management science, organizational behavior, and industrial psychology to the study of public administration.

## 2. Warm Area (Green/Faded Yellow Area): Bridges and Secondary Themes

This area is not as hot as the primary hotspot, but is crucial because it serves as a thematic connector and indicates significant subtopics.

- **Leadership Bridge:** The term "leadership" occupies a strategic position, bridging the realms of government (Hotspot A) and performance (Hotspot B). Its relatively high density indicates that leadership is viewed as a key variable translating government policy into tangible organizational performance.
- **Focus on the State Civil Apparatus:** The presence of this term explicitly ties the concepts of management and performance to the context of the public sector, namely the State Civil Apparatus (ASN).
- **Employee Well-being (job satisfaction)** is an important secondary theme, indicating that the research not only views performance as an output, but also cares about the input and condition of human resources themselves.

### 3. Cold Areas (Blue Areas): Frontiers and Research Opportunities

The blue areas represent areas with lower research density. This could mean either that the topic is niche or that it represents emerging frontier research.

- **New Topics (pandemic, COVID-19):** Although temporal analysis indicates that these are new topics, density analysis indicates that their volume is not yet as high as that of core topics. This is understandable, as it takes time for a new topic to generate a substantial body of literature.
- **Future Opportunities (collaborative governance, trust, democracy):** These terms are in cooler areas. This indicates that, despite their importance, these topics have not been extensively explored within the context of this research. This presents a valuable opportunity for future researchers to fill this research gap. For example, by examining in-depth how collaborative governance can be built to increase trust in the democratic system in East Java.

## CONCLUSION AND IMPLICATION

The research landscape is clearly divided into two main pillars: a macro-pillar focusing on Governance, Public Policy, and Social Dynamics (Red and Blue Clusters), and a micro-pillar focusing on Organizational Performance and Human Resource Management (Green and Yellow Clusters). The Evolution Toward Performance shows a clear evolutionary trend. Research has moved from fundamental topics on government structures and systems, which were dominant at the beginning of the period, to a sharper and more contemporary focus on factors driving individual and organizational performance, such as leadership style, organizational culture, and work motivation. This research has a very strong geographic context, namely East Java. This demonstrates the concentration of case studies and data from the region, making it a primary "laboratory" for research in this area. The concepts of leadership and organizational culture emerge as crucial connecting themes, bridging macro-level policy with micro-level implementation and outcomes.

The limitations of the depth of the bibliometric analysis, which only maps the topics studied, not the results or quality of the research, are significant. This analysis cannot conclude whether a leadership style is effective, only that the topic is popular. The results of the analysis depend heavily on the keywords provided by the article authors. Important nuances or concepts may be missed if the authors use different terminology or if the database indexing is not comprehensive. This analysis is based on 995 articles from specific data sources (e.g., Scopus or Web of Science). There may be other relevant research published in national journals or proceedings not indexed by these databases, so this picture may not be entirely complete. The strong focus on the "East Java" context limits the ability to generalize the findings to other regions in Indonesia or other countries without further study.

Recommendations for future research link macro and micro factors causally rather than examining governance and performance separately; future research should focus on the causal relationship between the two. To address the limitations of generalizability, comparative studies are needed between East Java and other provinces, or between Indonesia and other ASEAN countries.

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