

Examining Public Service Motivation in Southeast Asia: Bibliometric – Content Analyses

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ABSTRAK

Penelitian ini memetakan perkembangan riset motivasi pelayanan publik (PSM) di Asia Tenggara melalui 63 publikasi terindeks Scopus periode 2014-2024. Data dianalisis dengan Bibliometrix/Biblioshiny dan dilengkapi interpretasi berbasis konten terhadap tema utama dalam korpus. Temuan menunjukkan bahwa riset PSM di kawasan ini masih terbatas dan belum merata, dengan perhatian paling terlihat pada Vietnam dan Indonesia. Secara bibliometrik, studi ini mengidentifikasi penulis, jurnal, negara, kolaborasi, dan klaster kata kunci dominan. Secara substantif, diskusi PSM lebih banyak berpusat pada kepemimpinan, konteks organisasi, job crafting, sikap kerja, dan kinerja. Dominasi tema kepemimpinan menunjukkan bahwa PSM di Asia Tenggara lebih sering dipahami melalui mekanisme organisasi dan manajerial daripada sebagai disposisi individual semata. Studi ini berkontribusi dengan memperjelas struktur riset regional dan agenda penelitian yang masih kurang dieksplor.

ABSTRACT

This study maps the development of Public Service Motivation (PSM) research in Southeast Asia using 63 Scopus-indexed publications from 2014 to 2024. The data were analyzed with Bibliometrix/Biblioshiny and complemented by content-oriented interpretation of the main themes in the corpus. The findings show that regional PSM research remains limited and uneven, with Vietnam and Indonesia receiving the most visible attention. Bibliometrically, the study identifies dominant authors, journals, countries, collaborations, and keyword clusters. Substantively, PSM is mainly discussed through leadership, organizational context, job crafting, work attitudes, and performance. This pattern suggests that Southeast Asian PSM research often explains motivation through organizational and managerial mechanisms rather than individual altruism alone. The study contributes by clarifying the regional structure of PSM scholarship and underexplored future research directions.

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INTRODUCTION

The New Public Management (NPM) model has been criticized for its obsession to efficiency and performance, and its detrimental effect on the altruism of public servants by increasing the adoption of private sector values in the public sector (Kristof-Brown et al. , 2005; Mussagulovala & der Wal, 2019). The model of PSM acts as a counter to the NPM model (Mussagulovala & der Wal, 2019). Public service motivation (PSM) has been proposed as a normative approach for examining public service in response to the New Public Management (NPM) critique of bureaucracy. This concept has garnered considerable scholarly interest, as seen by the works of Nhat Vuong et al. (2023) and Perry (2021). The influence of PSM on interaction has been acknowledged in the literature on public management (T. T. Luu, 2017; Potipiroon & Faerman, 2016; Tuan, 2019). New Public Management (NPM) has emerged as a concept aimed at revitalizing what is seen as a lack of fundamental bureaucracy in recent years (Nhat Vuong et al., 2023). In recent years, Mussagulovala & der Wal (2019) mentioned that PSM has been significant

in public management research, with its origins traced back to the foundational work of (Perry, 1996). PSM is anticipated to garner attention **because of its principles** of public service, political engagement, and emphasis on values that prioritize the welfare of others. These principles directly contradict the NPM approach. PSM has become a reliable alternative to NPM, according to Nhat Vuong et al.(2023). Public service motivation (PSM) plays a crucial role in both community life and organizational management, especially in Southeast Asia (Pham et al., 2023).

Southeast Asian nations have adopted market-oriented ideas, business-like structures, and standards in their public administration, in line with the global trend (Haque, 2007). There has long been a strong interest among individuals in Southeast Asia's many cultures, and in recent times, there has been an increasing inclination to get a deeper understanding of the functioning of their governments (Berman, 2017). The study of public administration in the developing world is particularly intriguing in Southeast Asia due to its diverse national contexts, which have been shaped by different colonial histories, socio-cultural formations, and political structures. These factors may have had an impact on administrative systems and reforms in the region (Haque, 2007). Prior studies have examined methods for implementing public sector motivation in Southeast Asia, as discussed by Hue et al., (2022); Mahfudz et al., (2014); Yashaiya & Noh, (2022).

This gap in knowledge is placed in the wider literature on public-sector reform, which takes place in the context of East and Southeast Asia regarding public service modernization or national competitiveness but also around the role of public sector contributions to development outcomes, such as the Sustainable Development Goals (SDGs) (Turner, 2018). For this reason, understanding PSM in Southeast Asia is not only a question of employee motivation, but of how public organizations mobilize service values, leadership practices, and organizational conditions to achieve inclusive and accountable public service delivery.

While a wide variety of studies of PSM in Southeast Asia exist already, most of them are monographs studying PSM only in one country. So far, a systematic mapping of the development of PSM research in Southeast Asia, its actors, and the issues that have received most or least attention has not yet been carried out. To this end, this article seeks to answer the following research questions: Who are the most visible authors, publications, journals, and countries in Southeast Asian PSM research? How have the major topics, keyword clusters, and substantive concerns in Southeast Asian PSM research developed over time? (3) What are the concept-based patterns of the bibliometric analysis and content-based analysis produced from the reviewed studies in the field? The answers to the research questions provide a regional evidence map for further research on public management, administrative reform, and organizational behavior in the public sectors of Southeast Asia.

Literature Review

PSM was initially defined by Perry and Wise (1990) as "an individual propensity to respond to motives that are predominantly or exclusively rooted in public institutions." (Hue et al., 2022). Public service motivation (PSM) refers to "beliefs, values, and attitudes that inspire individuals to act in accordance with the interests of a larger political entity when it is appropriate to do so, rather than self-interest and organizational interest" (T. T. Luu, 2021a; P. Nguyen et al., 2021; Perry & Wise, 1990; Vandenabeele, 2007). Public Service Motivation (PSM) can be described as the inclination of employees to prioritize and fulfill community interests over private interests, with the ultimate goal of benefiting the public. Individuals with a high PSM strive diligently to combine their entire resource set in service of the public's interests (Susanto, 2021). In this way, public service motivation may

encourage employees to increase the range of social and structural resources at their disposal in order to better serve the public interest (T. T. Luu, 2021b). Public Service Motivation (PSM) is the inclination of individuals to engage in service work for public organizations primarily out of altruism (Ederies, 2014; Tuan & Thao, 2018). Personnel who have observed and hold in high regard the charismatic leader's ability to facilitate excellence in public service may experience the development of PSM (Tuan & Thao, 2018). PSM offers an alternative approach to fulfilling the core obligations of human resource management (HRM), such as employee attractiveness, selection, retention, training, and various organizational results (Nguyen et al., 2021).

Taken together, these definitions show that PSM should not be treated merely as a universal psychological trait detached from institutional context. In Southeast Asian public administration, PSM is likely to be shaped by the interaction between individual altruism and organizational settings formed by colonial administrative legacies, hierarchical bureaucracies, patronage-sensitive governance, and collective cultural norms (Berman, 2017; Haque, 2007). Vandenabeele's institutional account is useful here because it links PSM to institutions, identities, and value formation rather than to individual preference alone (Vandenabeele, 2007). This perspective suggests that altruism among civil servants may be strengthened, redirected, or constrained by leadership styles, ethical climate, job security, and reform pressure.

Accordingly, the dominance of leadership-related themes in Southeast Asian PSM studies should not be read only as a bibliometric pattern. It also reflects a theoretical tendency in the regional literature to examine how supervisors, public leaders, and organizational practices activate public-service values. Studies on servant, charismatic, bureaucratic, ethical, and transformational leadership show that PSM is frequently examined through managerial relations and organizational mediation rather than as an isolated motive (Potipiroon & Faerman, 2016; Tuan, 2016; Luu et al., 2019; Rosadi et al., 2022; Nhat Vuong et al., 2023). This study therefore treats content analysis as a way to interpret what the keyword clusters mean substantively for Southeast Asian public management scholarship.

RESEARCH METHODS

This study uses bibliometric approaches to investigate research inquiries related to bibliographical topics and the progression of the subject matter. This research methodology utilizes quantitative analysis to analyze citation data and detect patterns in published literature. Bibliometric methods operate under the assumption that every publication has had an impact on other works (Estabrooks et al., 2008; Menashy & Read, 2016; Ravillion & Wagstaff, 2010; Rehn et al., 2014). Bibliometric analysis utilizes statistical methods to evaluate scientific publications and identify particular research phenomena. This enables stakeholders to have a deeper understanding of the present state of research progress and future research goals (Chen et al., 2020). Broadly speaking, the phases of this investigation closely resemble those carried out by (Khan et al., 2020).

The investigation started by collecting data from Scopus. Multiple databases exist for querying bibliometric data, each with distinct characteristics and functionalities. Google Scholar, Web of Science, and Scopus are well recognized scholarly databases that differ in terms of their coverage of dates and subjects, level of detail, and ease of use (Beovich et al., 2021; Martín-Martín et al., 2021). This study utilizes Scopus because it provides filtering tools that streamlines the process of research screening. The search string used for data retrieval was: TITLE-ABS-KEY

("public service motivation*" AND asean OR "southeast asia" OR brunei* OR cambodia* OR indonesia* OR laos* OR malaysia* OR myanmar* OR burma OR philippin* OR filipin* OR singapor* OR thai* OR vietnam* OR "Timor")

Scopus was selected as the single database for reasons of reproducibility, metadata consistency, and compatibility with Bibliometrix/Biblioshiny processing. Although Google Scholar and Web of Science are valuable sources, they differ in coverage, indexing rules, metadata structure, and duplicate handling (Beovich et al., 2021; Martin-Martin et al., 2021). Using one curated database reduced inconsistencies during screening and allowed the same bibliographic fields to be processed systematically. This decision also creates a limitation: the findings should be interpreted as a map of Scopus-indexed PSM research rather than as an exhaustive inventory of all PSM publications in Southeast Asia.

There were a total of 64 publications on the subject. Subsequently, we excluded a work authored by van Witteloostuijn et al. (2023) because it was unrelated to the issue of public service motivation in Southeast Asia. Given the limited number of records, we refrained from implementing additional filters. Subsequently, the whole set of records from each article was transformed into an excel dataset. This dataset was specifically created to collect all qualitative data and facilitate researchers in examining evolutionary patterns and themes of interest by utilizing ad hoc pivot tables (Bartolacci et al., 2020). We employed a Scopus CSV file and inputted data into the Bibliometrix R application (Biblioshiny), following the methodology of (Shamsuddin et al., 2022). Biblioshiny is a web-based data analysis platform that integrates the fundamental Bibliometrix algorithm (Aria & Cuccurullo, 2017; Shamsuddin et al., 2022). Information about authors, connections, nations, journals, and trending issues may now be shown for thorough analysis.

To make the content analysis component explicit, the bibliometric outputs were not interpreted only as numerical indicators. After identifying annual production, influential authors, sources, country collaboration, trend topics, and keyword clusters, the authors reviewed the titles, abstracts, keywords, and substantive focus of the key studies represented in each cluster. The content-oriented interpretation examined how the studies framed PSM, which organizational mechanisms were emphasized, and how country contexts such as Vietnam and Indonesia appeared in the corpus. This step was used to connect the bibliometric patterns with theoretical interpretation in the Results and Discussion sections.

RESULTS AND DISCUSSIONS

1. Publication Development

The research findings of this paper are based on the bibliometric analysis of the literature published on the topic of PSM in Southeast Asia as summarized in table 1 between 2014 and 2024. The pattern of growth in the number of publications over the years is shown in figure 1. The peak year for research is 2023 (17 publications).

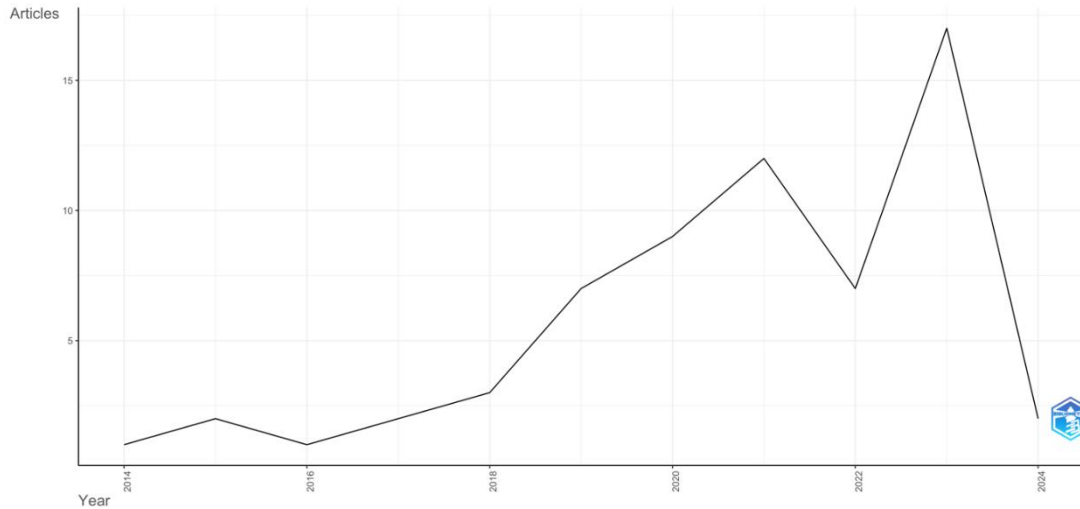
Table 1.
Main Information of PSM Research In Southeast Asia

Main Information About Data	
Timespan	2014:2024
Sources (Journals, Books, etc)	45
Documents	63
Annual Growth Rate %	7,18
Document Average Age	3,27
Average citations per doc	12,41
References	4182
DOCUMENT CONTENTS	
Keywords Plus (ID)	58
Author's Keywords (DE)	195
AUTHORS	
Authors	143
Authors of single-authored docs	12
AUTHORS COLLABORATION	
Single-authored docs	16
Co-Authors per Doc	2,71
International co-authorships %	20,63
DOCUMENT TYPES	
article	58
book	1
conference paper	4

Source: Authors' processing of Scopus metadata and Bibliometrix/Biblioshiny outputs. 2024

Mahfudz et al. (2014) conducted an initial research to evaluate Perry's Public Service Motivation (PSM) assessment scale. This scale has six dimensions and forty objects. The findings indicated that the scale is not generally applicable and requires adjustment, particularly for public employees in Central Java Province, Indonesia.

Figure 1.
Annual Scientific Production



Source: Authors' processing of Scopus metadata and Bibliometrix/Biblioshiny outputs. 2024

Table 1 indicates that research on this topic has an Annual Growth Rate of 7.18% and an average document age of 3.27. A total of 143 writers have been documented as contributors to the subject of PSM in Southeast Asia. Upon examining the document types, there are a total of 58 articles, 1 book chapter, and 4 conference papers. The table indicates that there are a total of 195 Author Keywords and 58 Plus Keywords, which will be valuable for the upcoming subject trend study. Regarding PSM in Southeast Asia, it has been observed that the Average citations per document is 12.41. Table 2 provides more information on the amount of citations, specifically highlighting the publications with the most citations in research related to PSM in Southeast Asia.

Table 2.
Most Cited Publications on PSM in Southeast Asia Research

Paper	Authors	Total Citations	TC per Year	Normalized TC
“Fostering knowledge sharing behavior among public sector managers: A proposed model for the Malaysian public service”	(Tangaraja et al., 2015)	104	10,4	1,89
“How servant leadership nurtures knowledge sharing: The mediating role of public service motivation”	(Tuan, 2016)	62	6,89	1
“Reform in public organizations: the roles of ambidextrous leadership and moderating mechanisms”	(Trong Tuan, 2017)	58	7,25	1,08
“Service-oriented high-performance work systems and service-oriented behaviours in public organizations: the mediating role of work engagement”	(T. T. Luu, 2019)	56	9,33	2,55
“Does Public Service Motivation Always Lead to Organizational Commitment? Examining the Moderating Roles of Intrinsic Motivation and Ethical Leadership”	(Potipiroon & Ford, 2017)	49	6,13	0,92
“Discretionary HR practices and proactive	(T. Luu,	48	6,86	1.5

Paper	Authors	Total Citations	TC per Year	Normalized TC
work behaviour: the mediation role of affective commitment and the moderation roles of PSM and abusive supervision”	2018)			
“HR Flexibility and Job Crafting in Public Organizations: The Roles of Knowledge Sharing and Public Service Motivation”	(Tuan, 2019)	42	7	1,91
“Public service motivation and customer service behaviour: testing the mediating role of emotional labour and the moderating role of gender”	(Potipiroon et al., 2019)	27	4,5	1,23
“Behind the influence of job crafting on citizen value co-creation with the public organization: Joint effects of paternalistic leadership and public service motivation”	(Tuan, 2018)	27	3,86	0,84
“Tired from Working Hard? Examining the Effect of Organizational Citizenship Behavior on Emotional Exhaustion and the Buffering Roles of Public Service Motivation and Perceived Supervisor Support”	(Potipiroon & Faerman, 2020)	26	5,2	3,39

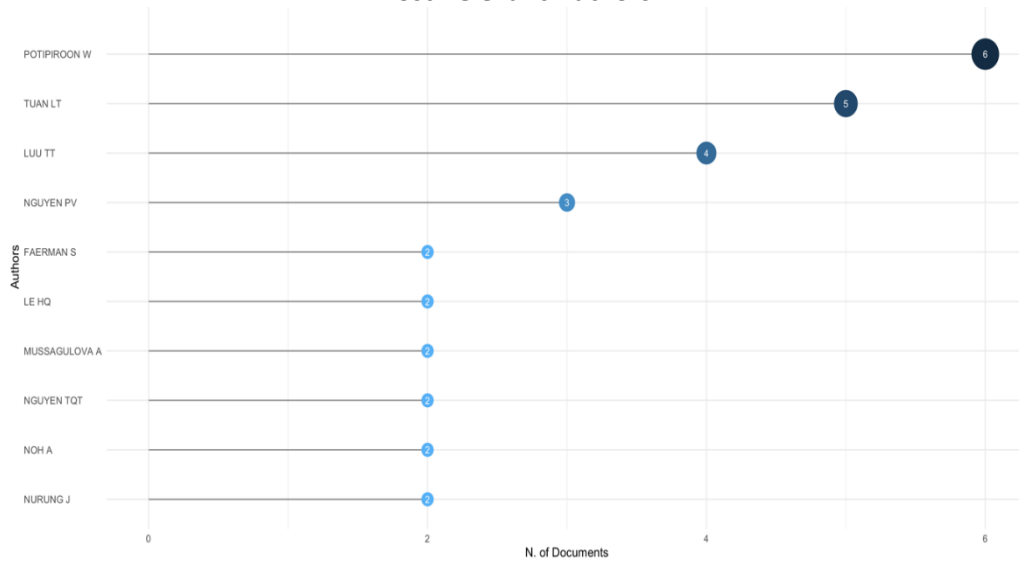
Source: Authors' processing of Scopus metadata and Bibliometrix/Biblioshiny outputs. 2024

According to Table 2, Tangaraja et al. (2015) provided the paper with the highest number of citations on this topic. They utilized the General Workplace Commitment Model, Self-Determination Theory, and Social Capital Theory to get new perspectives on information sharing. After validating the model, it has been shown that public service motivation, as an inherent motivator, may provide HRD practitioners with new perspectives on how to enhance information sharing in the public sector. The second most cited study is conducted by Tuan (2016) which demonstrates the interconnectedness of servant leadership, information sharing, and PSM research streams through the mediating function of PSM. According to the table data, Potipiroon is the author with the three most cited works on the topic of PSM in Southeast Asia.

2. Most Relevant Authors

The bibliometric analysis findings also offer valuable information on the authors who have made the greatest contributions to the study of PSM in Southeast Asia. According to the data presented in table 2, Potipiroon is the author with the highest number of articles that have received the most citations. Figure 2 displays the writers who are most pertinent to the topic. Potipiroon has made significant scholarly contributions to 6 articles on the advancement of PSM research in Southeast Asia.

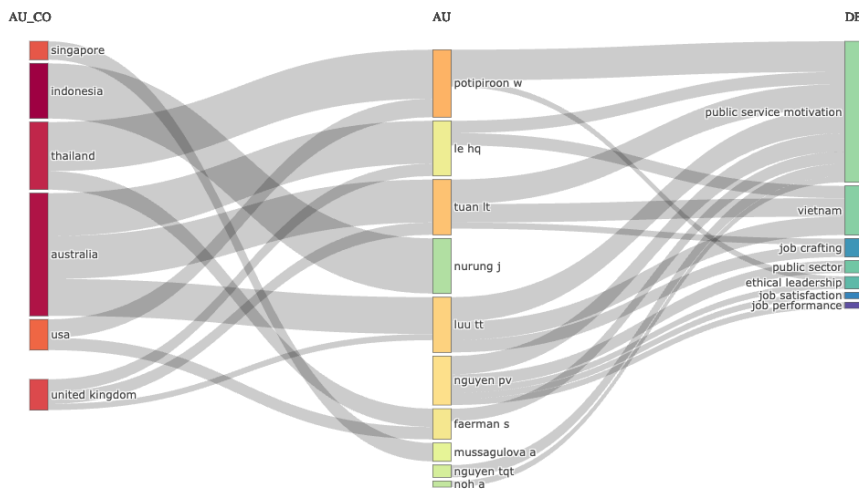
Figure 2.
Most Relevant Authors



Source: Authors' processing of Scopus metadata and Bibliometrix/Biblioshiny outputs. 2024

Subsequently, Tuan LT and Luu TT contributed a total of 5 papers each, while Nguyen PV had 3 publications. In addition to numerous more authors, including Faerman S, Le HQ, Mussagulova A, Nguyen TQT, Noh A, and Nurung J, who have each published two works.

Figure 3.
Diversification of Authors` origin and Sub-Topic



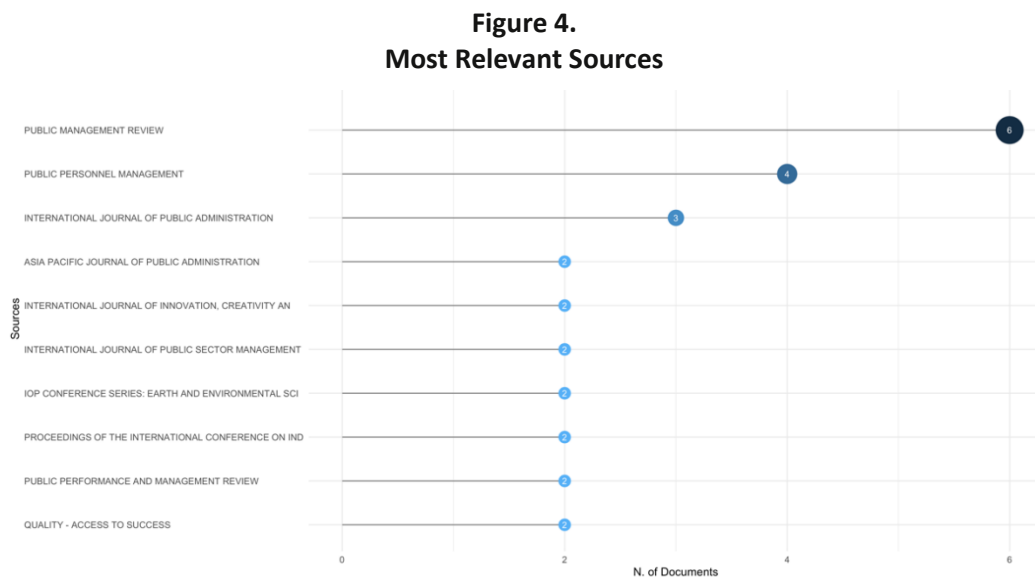
Source: Authors' processing of Scopus metadata and Bibliometrix/Biblioshiny outputs. 2024

Proceeds in Figure 3. Utilizing Biblioshiny, the plots were graphically represented based on three distinct characteristics. The picture above displays three-factor plots illustrating the link between Countries (left), Authors (middle), and Keywords (right) in relation to public service motivation. The data demonstrates the involvement of scholars from prominent nations, namely Singapore, Indonesia, Thailand, Australia, USA, and United Kingdom. The following authors have made contributions: Potipiroon W, Le HQ, Tuan IT, Nurung J, Luu TT, Nguyen PV, Faerman S, Mussagulova A, Nguyen TQT, Noh A. The author's primary emphasis is on public service

motivation, with particular attention given to the case study in Vietnam, which has garnered interest from other writers, including Le HQ, Luu TT, and Tuan IT. These top writers have identified several difficulties, including the examination of Tuan IT and Luu TT's work on job crafting, as well as other authors who concentrate on subtopics such as the public sector, ethical leadership, job happiness, and job performance.

3. Most Relevant Sources

Figure 4 depicts the primary sources pertaining to the subject of PSM in Southeast Asia. Public Management Review is the journal that has the most number of publications for Public Service Motivation (PSM) studies in Southeast Asia, with a total of 6 publications.



Source: Authors' processing of Scopus metadata and Bibliometrix/Biblioshiny outputs. 2024

Trong Tuan (2017) made a notable contribution to the Public Management Review with a study that examined the impact of ambidextrous leadership on organizational transformation and the factors that moderate this relationship. The results provide insights into the influence of ambidextrous leadership on organizational transformation, as well as the function of role breadth self-efficacy and public service motivation in shaping this influence. In addition, four papers were found in public personnel management journals, while three publications were found in the International Journal of Public Administration. Furthermore, other supplementary sources, such as journals and conferences, yielded two specific publications, namely the Asia Pacific Journal of Public Administration and Quality Access to Success. A study published in Quality-Access to Success, authored by Sukhumvito et al. (2020), employed the second order of confirmatory factor analysis (CFA) and structural equation modeling (SEM) at the Indonesian agricultural quarantine agency. The study concluded that public service motivation and work attitudes have a positive influence on job performance.

Table 3.
Source Local Impact

Element	h_index	g_index	m_index	TC	PY_start
Public Management Review	6	6	0,75	233	2017
International Journal Of Public Administration	3	3	0,6	27	2020
Public Personnel Management	3	4	0,375	77	2017
International Journal Of Public Sector Management	2	2	0,222	72	2016
Top Conference Series: Earth And Environmental Science	2	2	0,333	14	2019
Public Performance And Management Review	2	2	0,333	46	2019
Administration And Society	1	1	0,5	11	2023
Asia Pacific Journal Of Public Administration	1	2	0,5	8	2023
Asian Journal Of Political Science	1	1	0,25	3	2021
Cogent Business And Management	1	1	0,5	1	2023

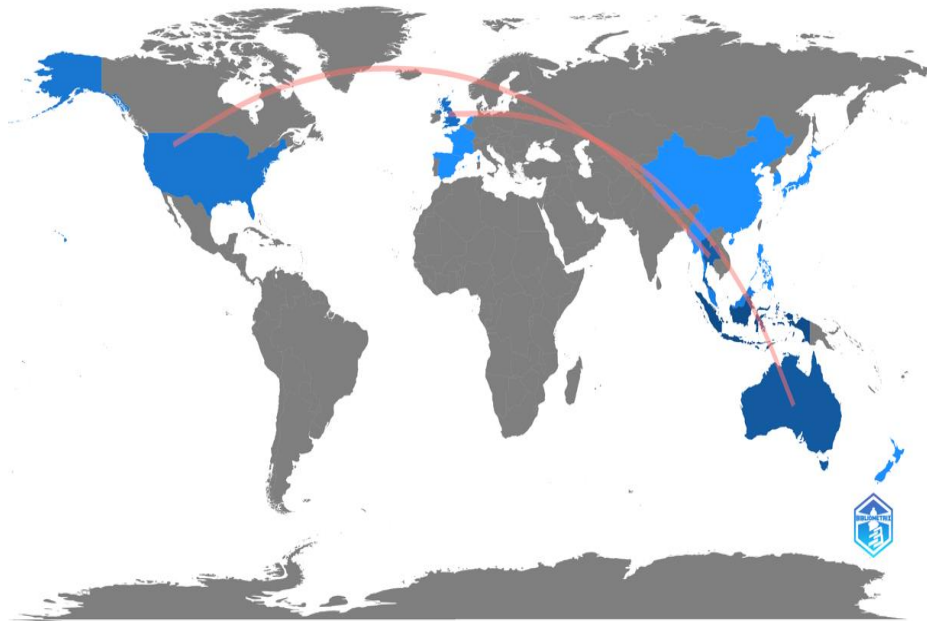
Source: Authors' processing of Scopus metadata and Bibliometrix/Biblioshiny outputs. 2024

The Source Local Impact, as presented in table 3, encompasses a variety of metrics, including the H-index, G-Index, M-Index, Total Citations, and Start of Publication Year. These metrics demonstrate a high level of publishing excellence. The journal *Public Management Review* has the most influence on research related to *Public Service Motivation (PSM)* in Southeast Asia. It has achieved an h-index and g-index of 6, with a total of 233 citations. Since 2020, the *International Journal of Public Administration* has exerted a notable impact, as evidenced by its h-index of 3, g-index of 3, and m-index of 0.6. Conversely, public personnel management, such as the *Public Management Review*, has had a significant impact since 2017, accumulating a total of 77 citations. It has an h-index of 3, a g-index of 4, and an m-index of 0.375. Irrespective of their h-indices, these studies contribute to the body of research on *Southeast Asian PSM*. Local Impact figures indicate that several publications have a significant influence on PSM research in Southeast Asia. These publications are essential for field researchers and scholars who are looking for important and highly referenced articles that contribute to the advancement of knowledge.

4. Most Relevant Countries

To answer research concerns about which nations have made the most contributions to PSM studies in Southeast Asia, bibliometrix analyses also examined the global cooperation map. Figure 5, which is detailed in further detail in table 4, indicates that, despite the fact that this study focuses on problems in Southeast Asia, numerous authors are from outside the region.

Figure 5.
World Collaboration Map



Source: Authors' processing of Scopus metadata and Bibliometrix/Biblioshiny outputs. 2024

Table 4.
Frequency of Collaboration Between Countries

From	To	Frequency
Australia	United Kingdom	3
Thailand	USA	3
Australia	Luxembourg	1
Hong Kong	New Zealand	1
Indonesia	France	1
Indonesia	Japan	1
Indonesia	Malaysia	1
Indonesia	Philippines	1
Indonesia	United Kingdom	1
Singapore	Netherlands	1
United Kingdom	France	1

Source: Authors' processing of Scopus metadata and Bibliometrix/Biblioshiny outputs. 2024

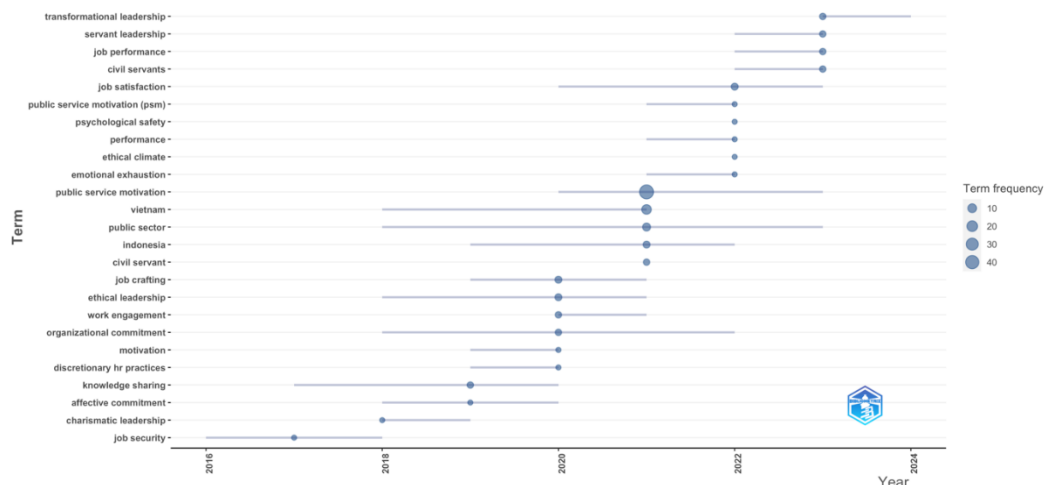
Authors from Australia and the United Kingdom collaborated in three publications. These three articles examine and assess different aspects of employee behavior in the public sector of Vietnam. The initial study examines the relationship between employee creativity and several factors such as servant leadership, social cognitive theory, public service motivation, and learning goal orientation. These factors are considered as mediators in the study (N. T. H. Nguyen et al., 2023). Second, the study examines the impact of disability-inclusive HR policies on employee well-being and how this, in turn, enhances the performance of public organizations, specifically focusing on handicapped workers (Tuan et al., 2021). The third study indicates that charismatic leadership fosters cooperation and interacts with collective public service motivation to impact team creativity in public healthcare (Luu et al., 2019). Within the same set of publications, there exist three collaborations between Thai and American experts.

This exemplifies the global recognition and cross-continental collaboration that this study is receiving. Table 4 further illustrates Indonesia's collaborations with other countries, such as France, Japan, Malaysia, the Philippines, and the United Kingdom. The wide-ranging collaboration in this partnership reflects a worldwide inclination to comprehend PSM via case studies in Indonesia, while also striving to facilitate the exchange of information and international perspectives on PSM research.

5. Trend Topic Year by Year

The bibliometric research conducted in this study involved periodic examination of the evolution of PSM issues in Southeast Asia, as well as analysis of the discourse around each discovery. Figure 6 illustrates the progression of this subject during the past ten years, which was examined based on keywords found in 63 previously published studies.

Figure 6.
Trend Topics on PSM in Southeast Asia



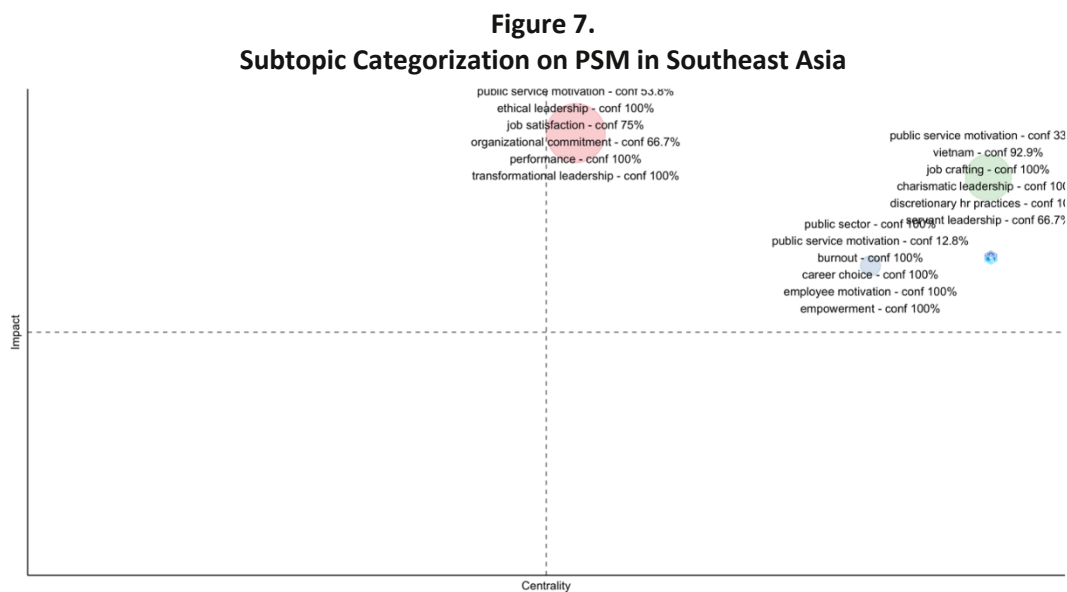
Source: Authors' processing of Scopus metadata and Bibliometrix/Biblioshiny outputs. 2024

Beginning in 2016, job security emerged and thereafter persisted for a consecutive duration of two years. This indicates that the primary focus of public sector motivation in the public sector was centered around job security. Subsequently, in 2018, there was a noticeable emergence of charismatic leadership, indicating a concise yet significant investigation into the influence of charismatic leadership on Public Service Motivation (PSM) in the Southeast Asian region. Simultaneously, affective commitment, organizational commitment, and ethical leadership have also surfaced since 2018. In 2019, notable subjects that have gained popularity include discretionary HR practices, motivation, job crafting, and Indonesia. There is a growing manifestation of worries over public service motivation. From now until 2022, we will focus on numerous important topics, including job satisfaction, psychological safety, performance, ethical climate, dan emotional exhaustion. Simultaneously, the topics of servant leadership, job performance, and civil servants have surfaced this year. Overall, this topic trend demonstrates the consistent emergence of leadership challenges in the study of public service motivation in Southeast Asia, year after year. Alternatively, it may be inferred that different forms of leadership exert a significant impact on Public Service Motivation (PSM) inside the public sector. Upon examining the progression of the subject in 2024, it becomes evident that figure 6 also

highlights the emergence of the matter with transformational leadership. However, the rise of Vietnam and Indonesia demonstrates the impact of PSM in its many contextual forms within the area.

From a content-analysis perspective, this year-by-year pattern indicates that leadership is not simply a repeated keyword but an organizing theme through which PSM is linked to job performance, organizational commitment, psychological safety, work enjoyment, and public-sector attractiveness. The recurring appearance of servant, charismatic, ethical, bureaucratic, and transformational leadership suggests that Southeast Asian PSM research often explains motivation through relational and organizational mechanisms. This pattern is especially visible in studies from Vietnam and Indonesia, where public-sector performance, leadership behavior, and organizational climate are repeatedly connected to public-service values.

6. Variety of Sub-Topics



Source: Authors' processing of Scopus metadata and Bibliometrix/Biblioshiny outputs. 2024

Analyzing subject developments in PSM studies in Southeast Asia requires more than just looking at the arrangement of trend themes. The evolution of this subtopic was also reviewed using the Clustering Keywords from the PSM in Southeast Asia research. Figure 7 shows that there are three sub-topic categorizations in this emphasis. First, a red dot represents the keywords: service motivation, ethical leadership, work happiness, organizational commitment, performance, and transformational leadership. This category, we referred to as "The Influence of Leadership". This is because various research in this area examine how leadership impacts PSM. One of them is a research by Nguyen et al. (2023) suggests servant-oriented leadership. Mediate between public service motivation and learning goal orientation to encourage creative public sector activity, according to (Suong, 2021), public service motivation (PSM) and civil servant performance in Vietnam's State-Owned Enterprises (BUMN) in the telecommunications industry are affected. The study also suggests ways SOE leaders can implement PSM qualities linked to positive emotions and performance to boost creativity and innovation rather than relying just on working environment. Others, (Rosadi et al., 2022) examined how bureaucratic leadership affects public service motivation and performance. Bureaucratic leadership that promotes professionalism, power distribution, alliances, and administrative leadership can boost service motivation and performance. Meanwhile, (Vuong, 2023) shows that servant

leadership improves work performance. Creativity at work moderates this relationship. Public service motivation also boosts innovation and servant leadership, according to one study. Managers should motivate government servants and exercise servant leadership. (Sukhumvito et al., 2020) found that public service motivation and work attitudes improved job performance in the Indonesian agricultural quarantine agency. (Thuy & Phinaitrup, 2023) evaluated PSM and work performance in another country, integrating task and contextual performance and employing job satisfaction and person-organization fit as mediators with A Ho Chi Minh City People's Committee case study, then found that PSM improved job effectiveness.

Afterwards, in the green dot displaying the phrases Public service motivation, Vietnam, job crafting, charismatic, leadership, discretionary HR methods, we term it "Organizational Dynamics in Public Service". This is because this area covers several things. Starting with (T. T. Luu et al., 2019), the study examines how and when charismatic leadership affects team creative behavior in the public health services sector and proposes a model in which charismatic leadership directly affects team creativity, indirectly affects teamwork as a mediator, and interacts with collective public service motivation to encourage teamwork. Moreover, according to (T. T. Luu, 2021), employees with low public service motivation had a stronger positive correlation between leader humility and job craftsmanship. Others, (Trong Tuan, 2017) address how ambidextrous leadership affects organizational transformation and how self-efficacy and public service motivation mitigate it. Furthermore, (T. K. P. Tran & Truong, 2021) examined servant leadership aspects and public service motivation in Vietnamese civil officers. Public service motivation is positively affected by servant leadership attributes as empowerment, resignation, forgiveness, humility, honesty, accountability, and fearlessness. However, stewardship barely affects leadership and supervision. However, (Tuan, 2018) examined how paternalistic leadership supports public employee job creation and co-creates civic ideals with Vietnamese public organizations. Data showed that authoritarian leadership style hurts employment creation, but friendly and moral behavior helps. The data also demonstrate that employment development benefits citizens' shared value creation, as identified by mediator groups. Other study contributed in this sub-topics is presented by T. Luu (2018) who found that discretionary human resource (HR) practices promote proactive work behavior in public employees through affective commitment. The data confirm that PSM intensifies and abusive supervision negatively modifies discretionary HR procedures on emotional commitment and proactive work behavior.

The last one we refer to the blue dot as "Motivation and Organizational Impact in Public Sector" since multiple keywords appear, including public sector, public service motivation, burnout, career choice, employee motivation, and empowerment. In this category, PSM research in Southeast Asia appears more varied. (K. T. Tran et al., 2020) found that public service motivation (PSM) did not directly affect turnover intention through mediating factors like job satisfaction, organizational commitment, and burnout, particularly in the public sector. PSM boosts worker satisfaction but doesn't significantly reduce turnover. While high PSM levels do not reduce burnout, turnover intention increases with higher burnout levels, suggesting that organizational commitment strongly mediates employee turnover intention. Using attribution theory, (Alimansyah & Takahashi, 2023) examined how internal talent selection assessment methods affect non-high potential employees (NHPs)' organizational commitment, job satisfaction, and intention to leave. Another study (Pham et al., 2023) examined PSM, organizational commitment, work performance, and empowerment on job characteristics in Vietnam. The findings show that empowerment and work characteristics positively affect PSM, which can boost government officials' organizational commitment and job performance. In addition, skill variety, task relevance, work identity, feedback, and autonomy have little impact on public

servant performance. Other case In Vietnam, young people prioritize traditional work motives such cash benefits, job security, and stability (Phan & Bae, 2021). This shows that, despite its power and reach, Vietnam's bureaucracy must improve its working environment and public workers' basic sanitary needs to attract quality staff and maintain economic success. Still in the same country, (T. Q. T. Nguyen & Truong, 2023) examined how public service motivation (PSM) and perceptions of external career limitations affect public sector attractiveness, including prestige and general attractiveness.

Across the three clusters, the qualitative content pattern shows that the corpus has not yet developed a broad range of regional themes. Leadership and organizational behavior dominate, while comparative institutional issues, local administrative traditions, citizen-facing service outcomes, and cross-country differences among ASEAN countries remain less visible. This finding clarifies why the article combines bibliometric mapping with content analysis: the numerical clusters identify where the literature is concentrated, but the textual reading shows that the concentration is substantively linked to managerial and organizational explanations of PSM rather than to broader governance, policy, or service-delivery questions.

DISCUSSIONS

Beyond identifying dominant authors, journals, and countries, the findings suggest that PSM research in Southeast Asia remains regionally uneven and thematically concentrated. The corpus is small, with 63 Scopus-indexed publications, and it is visibly shaped by studies on Vietnam and Indonesia. This pattern does not mean that PSM is absent from other Southeast Asian public sectors; rather, it indicates that Scopus-indexed research has not yet captured the region in a balanced way. The bibliometric results therefore point to an evidence gap in country coverage, while the content analysis clarifies the substantive gap in topic diversification.

Content analysis further shows that leadership dominates the Southeast Asian PSM literature because PSM is usually examined through organizational mechanisms. Studies in Vietnam often connect PSM with servant leadership, charismatic leadership, job crafting, teamwork, job performance, and person-organization fit. Indonesian studies more visibly address measurement, bureaucratic leadership, service quality, and performance. These emphases suggest that PSM in Southeast Asia is rarely treated as a stand-alone psychological disposition. It is more often analyzed as a motive that is activated, mediated, or constrained by leadership behavior, workplace climate, HR practices, and reform-oriented organizational settings.

Theoretically, this finding strengthens the need to contextualize PSM beyond Western-centric assumptions. In Southeast Asian public administration, administrative reform has unfolded alongside colonial legacies, hierarchical bureaucratic cultures, market-oriented NPM reforms, and collective expectations about public duty (Berman, 2017; Haque, 2007). These conditions may influence how altruism, commitment to public values, and attraction to public service are expressed. The dominance of leadership themes can therefore be read as a regional theoretical signal: researchers are using leadership and organizational context to explain how public-service values are made workable inside bureaucratic institutions.

The connection with SDGs is also important. Public-sector reform in East and Southeast Asia has been linked to national development, state capacity, and development goals (Turner, 2018). Within that wider agenda, PSM research can contribute to understanding how public organizations sustain motivation for inclusive, accountable, and responsive service delivery. However, the present corpus still gives limited attention to broader policy outcomes, citizen perspectives, and comparative governance questions. Future research should therefore move

beyond leadership-performance models and examine how PSM relates to public value creation, service equity, crisis response, digital governance, and local administrative settings across more Southeast Asian countries.

CONCLUSIONS

This study maps the evidence base of PSM research in Southeast Asia in the last 10 years, based on bibliometric and content analysis. The results show that PSM research in Southeast Asia has been slowly developing over the last 10 years, characterized by low volume, scattered across countries, and concentrated on authors, journals, and countries. Vietnam and Indonesia were the most represented, with several Southeast Asian countries underrepresented. In terms of its conceptual contribution, the study shows that leadership and organizational context appear to be the two most dominant perspectives from which PSM has been studied in Southeast Asia. The keyword clusters and content analysis indicate that servant, charismatic, ethical, bureaucratic, and transformational leadership are often associated with job performance, job creating, organizational commitment, work attitudes, and public-sector outcome variables. This shows that regional PSM scholarship often explains it through organizational and managerial mechanisms rather than through individual altruism or intrinsic motivation. However, this review is limited to the literature indexed by the Scopus database and may not be representative of all Southeast Asian PSM-related studies. This study's approach is based on bibliometric metadata and content analysis of the selected journals and does not include interviews, surveys or new fieldwork. Future research can extend this approach by comparing databases, publishing in local language journals, focusing on understudied countries, and exploring relationships with PSM and service equity, public value, SDGs, digital governance, and citizen outcomes.

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