

Research Article

## EXPLORING PUBLIC SERVICE MOTIVATION IN PUBLIC ORGANIZATIONS: A BIBLIOMETRIC ANALYSIS

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<sup>1</sup>Ali Roziqin, <sup>2</sup>Yastinki Hasni Ivani, <sup>3</sup>Rifki Muhammad, <sup>4</sup>Parimal Kumar Roy, <sup>5</sup>Apriyansyah, <sup>6</sup>M. Husni Tamrin

<sup>1</sup>Department of Government Studies, Universitas Muhammadiyah Malang, Indonesia

<sup>2</sup>Department of Government Studies, Universitas Muhammadiyah Malang, Indonesia

<sup>3</sup>Master of Public Administration, Universitas Brawijaya, Indonesia

<sup>4</sup>Bangladesh Public Administration Training Centre, Bangladesh, Bangladesh,

Department of Social Administration and Justice, Universiti Malaya, Malaysia

<sup>5</sup>Department of Government Studies, Universitas Amikom Yogyakarta, Indonesia

<sup>6</sup>Department of Public Administration, Universitas Hang Tuah, Indonesia

Coressponding Author:

[aliroziqin@umm.ac.id](mailto:aliroziqin@umm.ac.id)

### ABSTRACT

*The growing body of research on Public Service Motivation (PSM) in public organizations has attracted increasing interest from both practitioners and academics in the fields of public administration and governmental bureaucracy. This study aims to investigate scientific literature related to PSM indexed in the Scopus database using a bibliometric analysis approach. The bibliometric data were analyzed with the help of VOSviewer software. A total of 119 articles published between 1999 and 2023 were selected for inclusion in this review. PSM has been examined from various perspectives. Public Personnel Management is the journal that most frequently publishes studies on PSM in public organizations. Andersen, L.B. and Aarhus Universitet are identified as the most prolific author and institution, respectively, contributing to the field. Furthermore, the United States is the most prominent contributing country in PSM research. The VOSviewer analysis revealed five dominant thematic clusters within the literature on PSM in public organizations. Two themes that remain underexplored are work engagement and burnout. Therefore, future research could place greater emphasis on these areas, as well as on related themes such as turnover and organizational culture.*

**Keywords:** Public Service Motivation, Public Organizations, Bibliometric Analysis, VOSviewer, Scopus

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**Corresponding:** [aliroziqin@umm.ac.id](mailto:aliroziqin@umm.ac.id)

## INTRODUCTION

The discussion on Public Service Motivation (PSM) has gained interest from practitioners and scholars within public administration (Mussagulova & van der Wal, 2021; J L Perry, 1997), and even extends to the areas of social sciences, management and finance (Marques, 2021). SM was first introduced by Perry and Wise in the early 70s, and continues to evolve until today (Ferdosipour & Montazeri, 2012; Miao et al., 2018; Mussagulova & van der Wal, 2021). Scholars defined PSM as beliefs, values, norms and attitudes that go beyond individual and organizational interests, which motivate individuals to behave normatively and affectively (Miao et al., 2018; Moynihan & Pandey, 2007).

Empowering leadership in human resource management has a high influence on worker motivation in performing public services in line with established normative values (Luu, 2020; Tuan (Tuan Luu), 2018). Consistent with these findings, Im et al. (2016) also demonstrated that with transformational leadership that has an impact on organisational performance, it can reinforce the relationship between public service motivation and employee commitment. Public service motivation also suggests that the reason employees of public organisations serve the public well is because of their instinct to care for or prioritise the interests of others (Choi & Chung, 2017).

The placement of employees in positions that align with their individual conditions—such as psychological state, creativity, and efficiency in problem-solving—indirectly impacts their performance and contributes to organizational commitment. Therefore, human resource management is considered one of the most appropriate approaches (Ciobanu et al., 2019). However, several cases explain that the motivation of workers in performing public services also develops based on individual experiences of their environment, such as childhood experiences, from their religious knowledge, and from their learning experiences, not from the environment in the public organization (Perry, 2018).

In public organisations, the desire to serve the public is a factor of financial income that tends to be stable and job security for employees (Amegavi & Mensah,

2020). A similar finding was also made by Susanto (2020) that financial strength or a high love for money influences innovative work behaviour. In Psychological only social workers with low levels of PSM discriminate against clients based on ethnicity, while social workers with high levels of PSM do not discriminate against clients (Petersen, 2021). PSM can influence subordinates' innovative behaviour by enhancing the dimensions of meaning and competence. To facilitate innovative behaviour among employees, public organisations should consider introducing training that encourages leaders to be entrepreneurial role models and recruit employees with high levels of PSM (Miao et al., 2018).

Understanding the important role of PSM in public organisations has provided varied information ranging from critical factors, determinants/antecedents, and the scope of PSM studies (Camilleri, 2007; Mussagulova et al., 2021; James L Perry, 1997; Van der Wal & Mussagulova, 2023). However, comprehensive scientific information on the concept of PSM is still limited. This chapter aims to explore the scientific structure of PSM studies in public organisations through a bibliometric approach. The bibliometric approach will see which scholars, institutions and countries are most contributive to the study of PSM. In addition, bibliometric analysis can also map the clustering of PSM studies that have been conducted by researchers. This information will serve for other researchers when conducting PSM research in the future.

### ***Public Service Motivation and Related Works***

Public Service Motivation (PSM) is defined as the tendency of individuals to respond to motives that are based primarily or uniquely in public institutions and organisations (Asseburg et al., 2018). PSM is one of the individual dispositional factors suggested to influence employees' response to change (H. A. Hassan et al., 2021). In generally, an integrated definition of PSM can be understood as beliefs, values, and attitudes that go beyond self-interest and organizational interests that concern the interests of a larger political entity and that motivate individuals to act in accordance with them whenever necessary (Roach et al., 2022). Moreover, PSM and community participation are categorized as civic engagement and cognitive

engagement (Azhar & Yang, 2019). The conceptual definition of PSM is the orientation of individuals to provide services to people with the aim of doing good for others and society (Yeo, 2016). PSM has occupied a central place in public sector studies as an individual-level trait that underpins a whole range of attitudes and behaviors that benefit the organization. Individuals with high levels of PSM are said to have an inherent attraction to the values and goals embedded in public institutions and some research suggests that PSM is related to self-selection into positions that facilitate the realization of socially oriented ideals (Campbell & Im, 2016)

PSM is generally studied as positive attitudes, behaviors, feelings about work and in particular performance. According to Moynihan & Pandey (2007) which was cited by Edey Gamassou (2015), the motivational theory supporting PSM rests on the notion of a link between the fact of seeking the public good and the behavior that leads to individuals endowed with strong PSM to contribute positively towards their organization. In the research by Eun (2020) assumed PSM as three forms, the first is rational and is based on personal utility maximization; the second is norm-based and is manifested in efforts to follow social and organizational norms; the third is affective and is revealed in the way individuals emotionally respond as social situations. According to Perry and Wise (1990) in Kim (2009) formulated three PSM propositions namely (a) the greater an individual's public sector motivation, the more likely that individual will seek membership in a public organization; (b) in public organizations, public sector motivation is positively related to performance; and (c) public organizations that attract members with high levels of public sector motivation are less likely to rely on utilitarian incentives to effectively manage individual performance.

Perry's (2000) PSM process theory cited in Fischer & Schott, (2020) how's that PSM is influenced by intra-organizational and socio-historical forces, in other words, PSM seems to be shaped when an individual is still in childhood and by significant life events, and organizational forces will further influence PSM after individuals enter the workforce. Among the theoretical assumptions underlying

PSM, the main ones are that human behaviors is motivated not only by rational but also by affective and normative motives and that humans develop these motives through interaction with significant institutions (Leisink & Steijn, 2009; Wang et al., 2022).

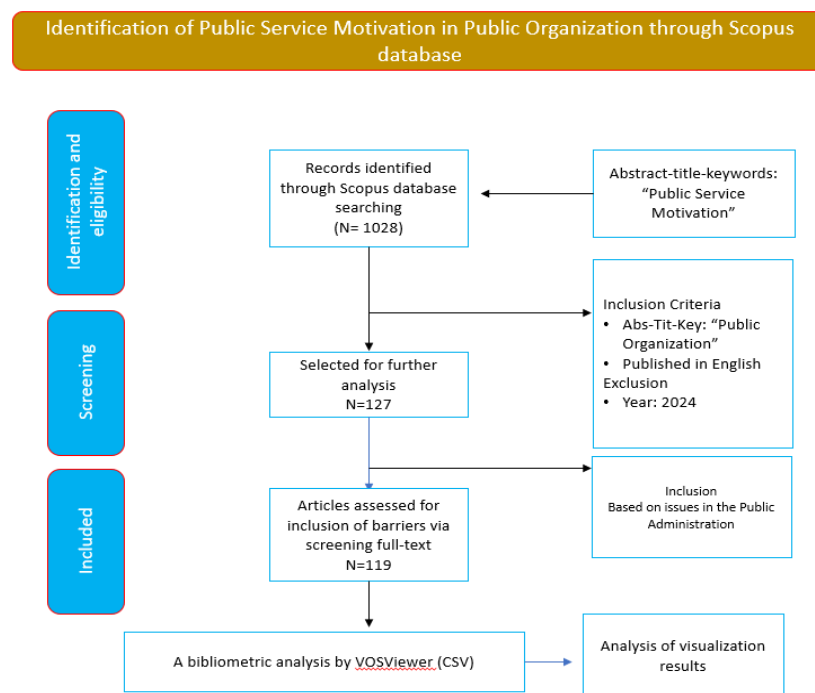
Studies on PSM have generated a wealth of knowledge, giving credence to the relevance of the concept in the public sector, for example research conducted by Davis & Stazyk, (2014) which showed that PSM is associated with a number of prosocial behaviors and is related to both individual and organizational performance. Perceived performance and transformational leadership are considered to strengthen the relationship between PSM and commitment (Amegavi & Mensah, 2020; Im et al., 2016). Employees are expected to be good stewards of resources, including energy and environmental resources consumed in the day-to-day operations of public organizations. Employees are expected to be good stewards of resources, including energy and environmental resources used in daily operations of public organizations (Stritch & Christensen, 2016). Personnel are also characterized by an ethic of service to society, and as such are motivated by different job characteristics than private sector employees, workers in government organizations are seen as motivated by a concern for society and a desire to serve the public interest (Homberg et al., 2019; Houston, 2000). Public service motivation is a full mediator between leadership and public service quality with apparatus job satisfaction, good leadership will increase public service motivation which in turn will improve the quality of public services and apparatus job satisfaction. (Jensen et al., 2019; Luu, 2019; Tuan, 2016).

## **RESEARCH METHODS**

This research used a bibliometric analysis approach (Mukherjee et al., 2022). Analisis bibliometric bertujuan untuk mengkaji tren riset pada topik tertentu yang dapat digunakan oleh peneliti untuk melihat struktur ilmiah dari literatur yang ada (Aziz et al., 2024; Donthu et al., 2021). Research with a bibliometric approach has developed and is becoming a trend in social science along with the use of various bibliometric software such as HitsCite, CiteSpace, Gephy, Biblioshiny R

and VOSViewer. However, with the credibility and advantages of VOSViewer, the researcher chose VOSViewer as data analysis because it is considered user friendly and able to provide visualization based on the research needs (Nees Jan van Eck & Ludo Waltman, 2014). Furthermore, the database used is the Scopus database with inclusion and exclusion criteria following PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses), s Figure 1. We used the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) standard as a systematic protocol in conducting the review (Ali et al., 2024; Oliveira et al., 2023; Sulistyaningsih et al., 2024). The use of the Scopus database in this study is because Scopus is a database that has been internationally recognized in the indexation of scientific publications and covers a wide range of scientific topics, especially in the field of social sciences. The Scopus database consists of various forms of documents such as journal articles, conference papers, erratum, editorials, book chapters, books and commentaries.

**Figure 1. Article selected by PRISMA**



Source: Author analysis, 2025

Figure 1 explains how the researchers conducted selection and criteria to find the number of papers reviewed. In the initial stage, we identified the Scopus database by using the keyword "Public Service Motivation" in general. To make the search results more specific we used the keyword 'Public Service Motivation' based on Title-abstract-keywords. Next, we performed exclusion and inclusion, resulting in a total of 119 papers. We extracted the papers into CSV files and analysed them using VOSViewer through the co-occurrence feature. In addition, we also combined it with Scopus database analysis for more comprehensive results.

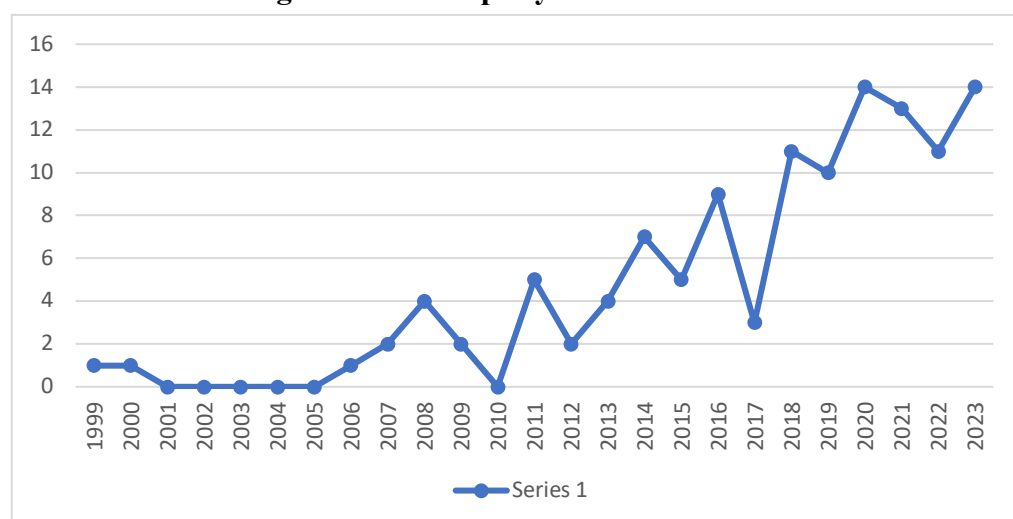
## RESULTS AND DISCUSSION

### *Annual outputs*

In general, the first study included in the research on PSM in the Scopus database was published in 1999, namely the research conducted by Nyhan (1999). This research emphasised that affective employee commitment has a strong influence

on the effectiveness of government organisations. Furthermore, until 2020, the number fluctuated and increased until 2023. Although it seems fluctuating, the trend of PSM research continues to increase starting from 201.

**Figure 2. Article per year about PSM**



Source: Author analysis, 2025

Figure 2 shows that over the past decade, the research trend on PSM has shown a significant increase. In public administration studies, scholars believe that improving organisational performance and effectiveness requires strong commitment and understanding from the apparatus (Bright, 2007; Liu et al., 2011; Wright & Pandey, 2011). The exponential increase in PSM research is in line with the demands of public services that are expected to continue to increase in quantity and quality (H. A. Hassan et al., 2021). PSM must prioritise the expected service quality which has integrated service dimensions. Perry, (1997) developed a scale consisting of four dimensions: interest in policy making, commitment to the public interest, self-sacrifice, and compassion. These dimensions show the importance of psychological aspects and personal motivation in encouraging individuals to contribute maximally in serving the public with high integrity and dedication. In addition, integrity in public service also requires a strong commitment to uphold the principles of leadership, honesty, and accountability in every step and decision taken (Hassan et al., 2022). Apparatus must have a deep awareness of the importance of integrity as the main foundation for strengthening public trust in their government.

In this context, the need to develop a performance evaluation system that considers integrity and personal motivation becomes increasingly important and urgent. A transparent and fair evaluation system will help identify and encourage practices that support high quality public services. In addition, approaches to coaching and human resource development should also be strengthened to ensure that the Apparatus have the appropriate skills, knowledge and values to perform their duties with excellence and integrity in the future.

### ***Leading journals***

Research on Public Service Motivation (PSM) has become an interesting topic and has received significant attention in prestigious international journals in the field of public administration. Most of these journals are in the top tier and have



high SJR values (SJR is an indicator that measures the quality of a journal based on the number of citations received in a certain period of time) based on Scopus indexation. For example, the journal Review of Public Personnel Administration has an H-index of 64, Quartile 1, and SJR of 1.66 in 2024. In addition, the journals are published by reputable publishers or sources such as Sage, Taylor and Francis, Wiley, Sciondirect, and Emerald Insight.

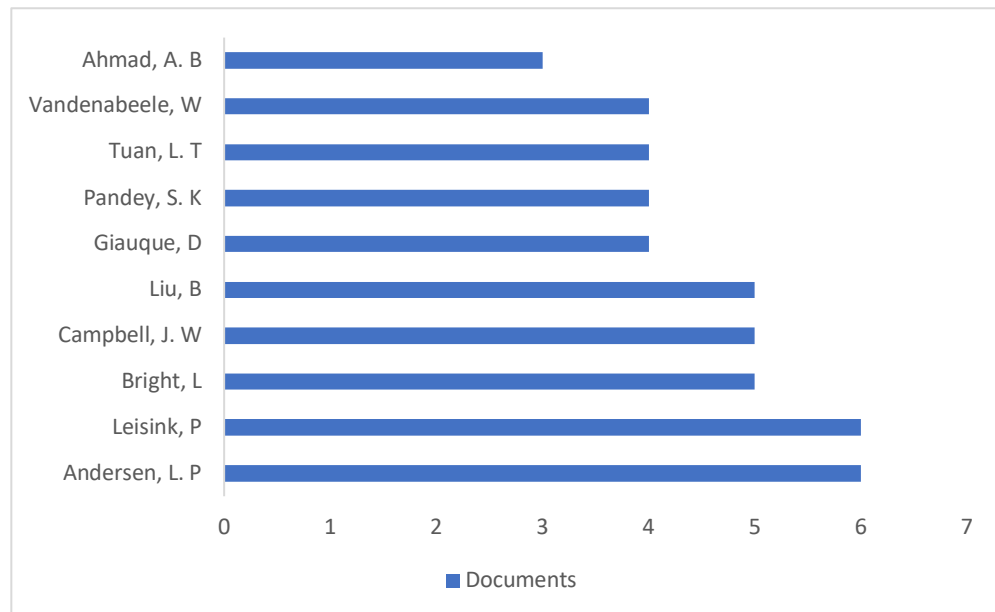
**Table 1. Leading Journals**

No	Journals	Scimagojr (2024)	Documents	Publisher
1	Review of Public Personnel Administration	1.666	14	Sage
2	Public Personnel Management	0.926	8	Sage
3	Public Management Review	2.243	8	Taylor and Francis
4	Public Administration Review	2.964	8	Wiley
5	International Review of Administrative Sciences	1.133	5	Sage
6	International Journal of Public Administration	0.725	5	Taylor and Francis
7	International Journal of Public Sector Management	0.646	4	Emerald Insight
8	American Review of Public Administration	1.101	4	Sage
9	Frontiers in Psychology	0.872	3	Frontiers Media SA
10	International Public Management Journal	1.174	3	Taylor and Francis

**Source:** author analysis was adopted from Scopus database, 2025

**Leading authors, top institutions, countries, and international collaboration**

Figure 1. Top Document-Contributing Authors



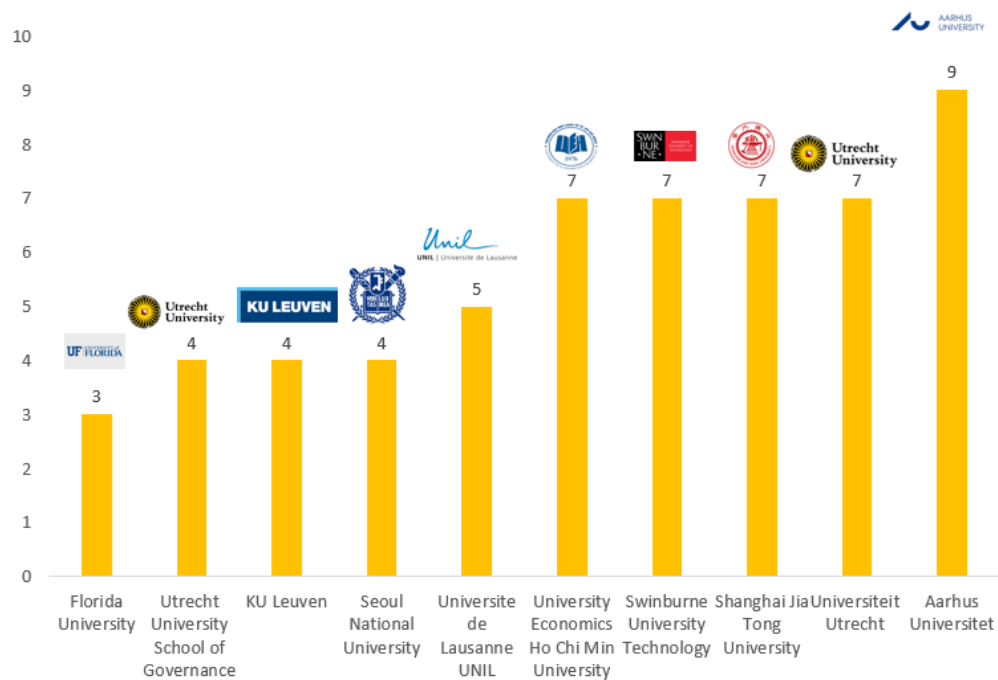
**Figure 2. Top Document-Contributing Authors**

Source: Author analysis

Figure 3 shows the list of authors who are most prolific in publishing on the research under review. From this visualisation it can be seen that Andersen L. B (Lotte Bøgh Andersen) ranks highest as the most prolific contributor, followed by other authors such as, Leisink, P., Bright L., and Campbell J.W. Lotte Bøgh Andersen is a distinguished professor of public administration and leadership at Aarhus University, Denmark. Andersen L. B. shows that she is one of the central figures in the topic of Public Service Motivation and public sector employment in general. This reflects the researcher's activeness and consistency in developing scientific discourse related to PSM in the context of public administration, public sector management, or public policy studies as in his studies either written personally or in collaboration with other researchers (Jensen et al., 2019; Lynggaard et al., 2018). Furthermore, Peter Leisink, a researcher from Utrecht University School of Governance, Netherlands who has contributed works on the topic of PSM (Leisink et al. 2021; Leisink & Steijn, 2009). Meanwhile, other authors such as Bright L. also show a relatively high contribution which is due to his influential thoughts in the Public Service Motivation (PSM) dimension as in his studies

(Bright, 2011; Bright, 2021). The presence of some authors with lower contributions does not diminish the importance of their work, but rather demonstrates the diversity of contributions within the scientific community.

**Figure 4. Top Publishing Institutions in PSM Research**

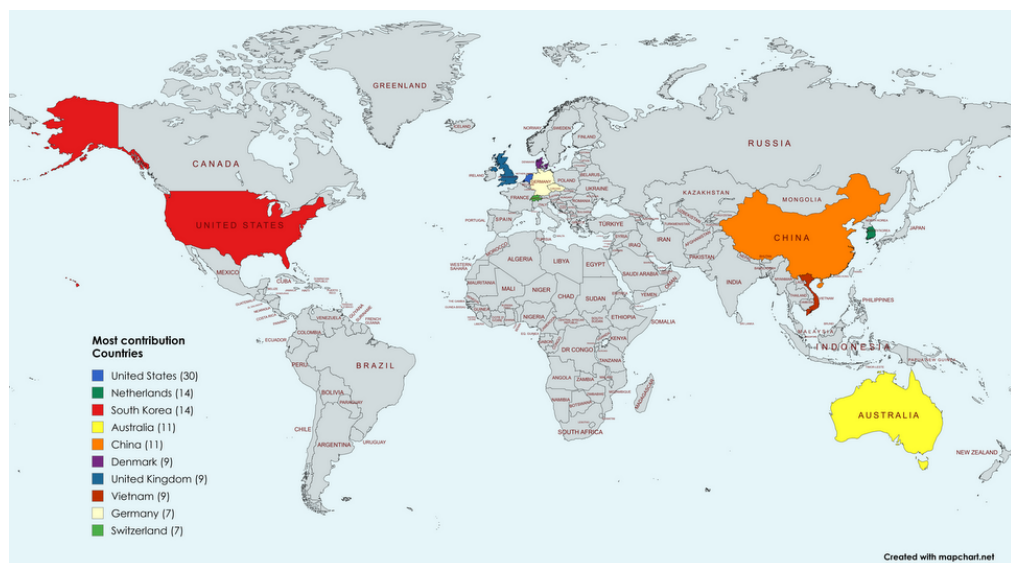


Source: adopted from Scopus database

Figure 4 shows the top 10 most document-contributing institutions. Aarhus Universitet from Denmark takes the top spot with the most number of documents, which shows that this institution is very active in the field of PSM studies, which is partly due to the contributing influence of Lotte Bogh Andersen. In second place is Universiteit Utrecht from the Netherlands. This institution stands out because of its research focus on bureaucratic reform and public service innovation. In fact, there are specific affiliations such as the Utrecht University of School of Governance, which has Europe's leading Professor Peter Leisink. Utrecht University is known to be active in developing theories of value-based public administration and good governance.

Interestingly, there are institutions from Asia represented by Seoul National University from South Korea and Shang Hai Jia Tong University from China. Both institutions are quite famous and have scholars who are active in the field of public administration. Not only that, both institutions have S1-S3 programs and special topic study centres for public management which can have an impact on the development of scientific publications both in quantity and quality.

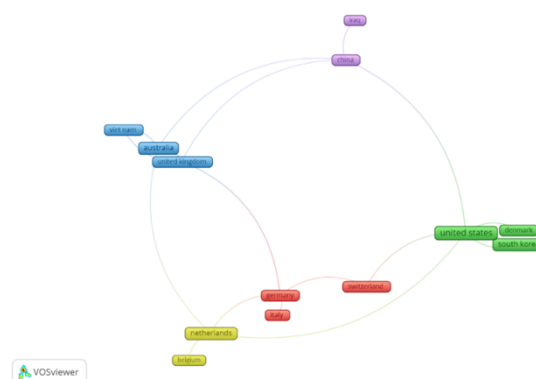
**Figure 5. Most contribution countries**



Source: Author analysis, 2025

Figure 5 shows the countries or regions that produce the most scientific documents in the field of study under study. The United States appears to be the largest contributor with a much higher number of documents than other countries. This shows that research on public administration or public service motivation (PSM) is mostly developed by academics and research institutions from the US and Europe. This large contribution also reflects that these two regions are important centres in the development of modern public sector governance theory and practice.

**Figure 6. Mapping Global Research Collaborations**



Source: VOSviewer visualization, 2025

Other countries with significant contributions include the Netherlands, China, Germany and Switzerland. The Netherlands comes in a close second due to the presence of institutions such as Universiteit Utrecht and a number of authors from the country. China and Germany also have almost equal contributions, showing that both countries are starting to be active in public administration issues, although on a smaller scale than the United States. Switzerland also emerges as a country that is beginning to engage, although the number of documents is relatively small. Overall, this data illustrates that while the US dominates, there is active engagement from countries in Europe and Asia, indicating a growing global interest in strengthening professional public services.

Figure 6 shows a map of international collaboration between countries in academic research using visualisations from VOSviewer. From the figure, it can be seen that the United States is at the centre of global collaboration with strong links to countries such as Denmark, South Korea, and Switzerland. This shows that the United States is not only dominant in the number of publications, but also active in establishing cross-country research collaborations, especially with countries that are also productive in the field of public administration and public services. As in the collaboration between the United States and South Korea in Lee & Wilkins (2011) with the finding that in the public and nonprofit sectors have similar work motivations in terms of public services, especially in aspects of commitment to the public interest and social service.

Apart from the United States, collaboration is also strong between the Netherlands and Germany, Italy and Belgium. This reflects an active regional research network in Europe. In the Asia-Pacific region, Australia collaborates with Vietnam and the United Kingdom, signalling cross-regional research links. Meanwhile, China is an important link to countries such as Iraq and also has connections to the US and Europe. China's research collaboration on an international scale can be shown in Gutinyu & Chang (2023) with the finding that

the *self-sacrifice dimension* of public service motivation (PSM) is positively related to job satisfaction, and job satisfaction is negatively related to intention to leave the job. This suggests that scholarly collaboration is increasingly global and no longer centred solely on Western countries, but involves actors from different parts of the world who bring different contexts and approaches to the study of public administration.

### *The influential study*

A measure of an article's influence in the academic field is through the number of citations it receives. In this study, the most frequently cited articles show important contributions to the development of theory, methodology, and applications in the public sector. These articles become key references for other researchers as they offer a robust and relevant approach in explaining the dynamics of motivation in public service.

**Table 2.** Top 10 Most Cited Articles in Public Service Motivation Research

No.	Name	Title	Source	Year	Cited
1.	Moynihan, D.P., Pandey, S.K.	The role of organizations in fostering public service motivation	<i>Public Administration Review</i> 67(1), pp. 40-53	2007	573
2.	Houston, D.J.	Public-Service Motivation: A Multivariate Test	<i>Journal of Public Administration Research and Theory</i> 10(4), pp. 713-727	2000	446
3.	Bright, L.	Does public service motivation really make a difference on the job satisfaction and turnover intentions of public employees?	<i>American Review of Public Administration</i> 38(2), pp. 149-166	2008	353
4.	Pandey, S.K., Wright, B.E., Moynihan, D.P.	Public service motivation and interpersonal citizenship	<i>International Public Management</i>	2008	248

No.	Name	Title	Source	Year	Cited
		behavior in public organizations: Testing a preliminary model	<i>Journal 11(1), pp. 89-108</i>		
5.	Bright, L.	Does Person-Organization Fit Mediate the Relationship Between Public Service Motivation and the Job Performance of Public Employees?	<i>Review of Public Personnel Administration 27(4), pp. 361-379</i>	2007	242
6.	Perry, J.L., Brudney, J.L., Coursey, D., Littlepage, L.	What drives morally committed citizens? A study of the antecedents of public service motivation	<i>Public Administration Review 68(3), pp. 445-458</i>	2008	212
7.	Leisink, P., Steijn, B.	Public service motivation and job performance of public sector employees in the Netherlands	<i>International Review of Administrative Sciences 75(1), pp. 35-52</i>	2009	162
8.	Lee, Y.-J., Wilkins, V.M.	More Similarities or More Differences? Comparing Public and Nonprofit Managers' Job Motivations	<i>Public Administration Review 71(1), pp. 45-56</i>	2011	135
9.	Wright, B.E., Pandey, S.K.	Public Organizations and Mission Valence: When Does Mission Matter?	<i>Administration and Society 43(1), pp. 22-44</i>	2011	134
10.	Miao, Q., Newman, A., Schwarz, G., Cooper, B.	How Leadership and Public Service Motivation Enhance Innovative Behavior	<i>Public Administration Review 78 (1), pp. 71-81</i>	2018	108

*Source: Author analysis, 2025*

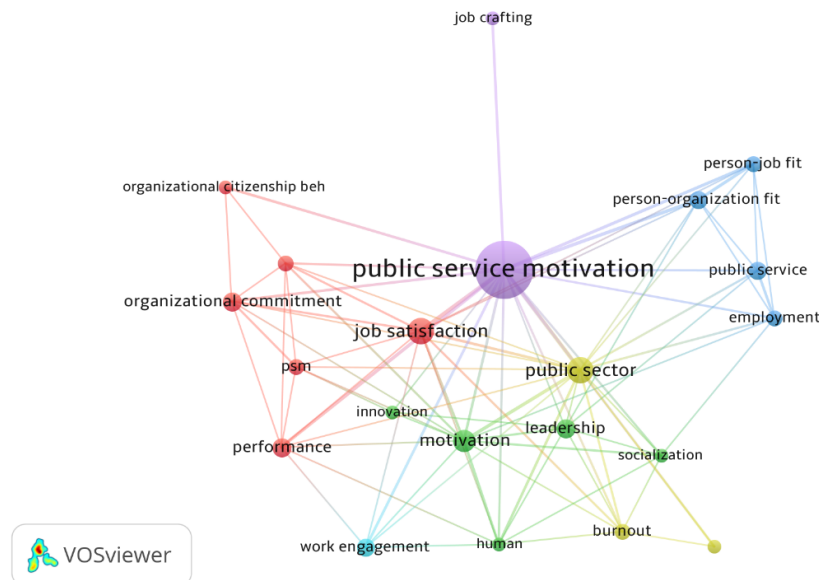
Based on Table 2, the article written by Moynihan & Pandey (2007) ranks highest with 556 citations, demonstrating the enormous influence in academic discussions on the role of organisations in driving motivation in public service. The study found that organisations can enhance employees' public service motivation through strengthening supportive work environments and flexible bureaucratic structures (Moynihan & Pandey, 2007). Followed by Houston (2000) who used a multivariate approach to understand PSM, showed that a strong statistical approach is also an important attraction in research in this area. The study has found that individuals with high levels of PSM tend to be more interested in working in the public sector and are more motivated by social service values than financial incentives. In general, the Public Administration Review journal dominates PSM-related research, indicating that publications from the journal have high visibility and are often referred to.

The most influential articles in the table also reveals key themes in research on Public Service Motivation (PSM) such as PSM's relationship with job satisfaction, exit intention, organisational citizenship behaviour, and individual-organisational fit. For example, the study by Bright (2008) highlights how PSM affects employee satisfaction and retention, while the study by Pandey et al. (2008) emphasises the importance of PSM in encouraging pro-social behaviour in the workplace. The high citation count of these articles suggests that their contributions are not only theoretically important, but also applicable in helping public sector policymakers and managers design HR management strategies that are more responsive to public service motivations.



*The main research topic cluster*

**Figure 7. Keyword Clustering in Public Service Motivation Literature**



Source: VOSviewer visualization, 2025

Figure 7 shows a visualization of the concept map based on the co-occurrence of keywords in studies on Public Service Motivation (PSM) grouped into different coloured clusters using VOSviewer. This visualization is useful for understanding the intellectual structure in PSM literature by showing the close interrelationships between topics and subthemes that researchers focus on. Large “public service motivation” nodes indicate high frequency in the literature, while connecting lines indicate the strength of the relationship between topics. From this figure, five main clusters that make up the PSM research landscape can be identified.

*Red cluster (organisational commitment and job satisfaction)*

This cluster focuses on the relationship between PSM and job satisfaction, organizational commitment, organizational citizenship behaviour, and performance. The keywords in this cluster reflect researchers' strong interest in how public service motivation affects the attitudes and behaviours of employees in public sector organisations. The relationship between PSM and organizational

citizenship behaviour suggests that public service motivation drives individuals to take extra actions that are not formally required but are important to organisational effectiveness (Moynihan & Pandey, 2007; Stritch & Christensen, 2016). The connection with performance and job satisfaction reinforces the idea that employees with high levels of PSM tend to be more satisfied in their jobs and contribute positively to organisational outcomes (Cerase & Farinella, 2009; Ciobanu et al., 2019). This cluster describes the psychological and behavioural dimensions of PSM in the public sector work environment.

*Blue cluster (person-job fit and public value)*

This cluster contains concepts such as person-job fit, person-organisation fit, employment, and public service. The main emphasis of this cluster lies on the importance of the match between individual characteristics and job or organisational demands in enhancing the effectiveness and success of public service motivation. Person-organisation fit and person-job fit are often investigated as mediators or moderators in the relationship between PSM and work outcomes confirming that high motivation will not be optimal if individuals do not feel aligned with organisational values or do not have a good fit with their work roles (J. Kim, 2018; Vinarski-Peretz & Kidron, 2023). Furthermore, the linkage with employment and public service indicates the normative and institutional context in which these motivations operate which means how public service values can be reflected in public sector recruitment and human resource management practices (Amegavi & Mensah, 2020; Tuan, 2016).

*Green cluster (leadership and innovation)*

This cluster consists of concepts such as leadership, motivation, innovation, socialisation, and human. The main focus is on the managerial and social roles in shaping and directing PSM. The emphasis on leadership and socialisation suggests that public service motivation is not only an individual characteristic, but can also be shaped and strengthened by the organisational context especially through transformational leadership styles, the socialisation process of public values, and the creation of a supportive work environment (Ritz et al., 2014; Nurung et al.,

2020). The relevance to innovation is also interesting, as it shows that individuals with high PSM are more likely to engage in innovative behaviours that in turn strengthen organisational performance (Miao et al., 2018; Nguyen et al., 2023). This expands the scope of PSM from simply individual motivation to a driver of positive change in organisations.

*Yellow cluster (personal well-being and challenges)*

This cluster includes keywords such as burnout and socialization. Although the number of keywords is small, this cluster raises important issues related to the psychological well-being of public employees who have high levels of PSM. Burnout is often associated with emotional exhaustion that arises when high expectations of public service are not supported by adequate resources or work environment (Chiu et al., 2023; Agustina et al., 2023). In this context, motivation, which is initially a positive force, can turn into pressure if not managed properly (Tran et al., 2020). The relationship with socialisation also suggests that the process of internalising public values can be a protective factor against job stress if done effectively (Choi & Chung, 2017; Fischer & Schott, 2022). This cluster shows the importance of accompanying PSMs with work wellbeing management strategies.

*Purple cluster (job crafting)*

This cluster is very small and consists of only one concept, job crafting, but its existence highlights an increasingly relevant theme in PSM studies. Job crafting refers to the process by which employees proactively reshape their work to be more meaningful and aligned with personal values, including public service motivations (Tuan (Tuan Luu), 2018). Although seemingly separate from other clusters, the direct connection with public service motivation suggests that there is renewed interest in looking at how intrinsically motivated individuals adapt jobs to better fit organisational goals (T. Luu, 2019; T. Luu, 2021). Surely this can be a promising new research direction in the PSM literature.

## **CONCLUSION**

This study aims to map the scientific structure of PSM concepts in public organisations through a bibliometric approach. This research reveals that the study of public service motivation (PSM) in public organisations has undergone significant development in the last two decades, with an increasing trend towards cross-cultural studies and multidisciplinary approaches. Studies on PSM are dominated by researchers, institutions and developed countries. This is reinforced by the findings of each study which say that PSM studies are closely related to the performance of public organisations. In addition, international collaboration between disciplines such as public administration, organisational psychology, and human resource management appears to be getting stronger in forming a comprehensive understanding of public service motivation. Meanwhile, the clustering of PSM studies obtained 5 main clusters, which are important information for other researchers in studying PSM in public organisations. In this review, it was also found that PSM research has a close relationship with the topics of leadership, job satisfaction, and performance.

Conceptually, the results of this study confirm that PSM is not just an individual variable, but a phenomenon that is influenced by organisational context, culture, and public policy. Therefore, the practical implications encourage public organisations to be more adaptive in designing human resource management strategies that are sensitive to PSM values, including strengthening transformational leadership and creating a work environment that supports the mission of public service. These findings are important for practitioners and policy makers to design interventions that increase employee motivation, leading to more effective and responsive public services.

This study has several limitations, as it relies solely on a single international database-Scopus and uses a time frame determined by the researcher. Therefore, future studies could expand the scope by incorporating additional databases and broader periods of analysis. Moreover, research on turnover and the influence of organizational culture within the context of public service motivation (PSM) can also be further explored in future researchs.

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