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Ten Years Bibliometric Analysis of New Public Management on Government Research Based on The Scopus Database

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ABSTRACT
This study aims to find out how to fulfill the objectives of the investment policy that The public sector is often condemned for being costly, unproductive, low-quality, and without creativity or innovation in its organizations. In response to many concerns about government agencies, the New Public management was reform to modernize institutional public sector management. This research use Scopus database, RStudio, biblioshiny, and Vosviewer are the bibliometrics tools used. This research aims to put a numerical value on the growing body of literature on public management. Topic evolution, co-authorship, citation networks, and the correlation of keywords are all explored in this analysis. By examining the literature's structure, frequency of publication, journals, and area of research, we can demonstrate its significance. From 2013 to 2022, researchers from 169 different institutions across 13 countries produced 76 individual publications in the field of public administration. The term new public management becomes the most often used keyword for writing about this subject. Articles in the International Review of Administrative Sciences can be found on various topics. A bibliometric assessment advancement in new public management is major predicted outcomes of this paper

ABSTRAK
Sektor publik sering dikecam karena mahal, tidak produktif, berkualitas rendah, dan tanpa kreativitas atau inovasi dalam organisasinya. Menanggapi banyak kekhawatiran tentang lembaga pemerintah, Manajemen Publik Baru direformasi untuk memodernisasi manajemen sektor publik institusional. Penelitian ini menggunakan database Scopus, RStudio, biblioshiny, dan Vosviewer yang merupakan tools bibliometrics yang digunakan. Penelitian ini bertujuan untuk memberikan gambaran pada literatur yang berkembang tentang manajemen publik. Evolusi topik, penulisan bersama, jaringan kutipan, dan korelasi kata kunci semuanya dieksplorasi dalam analisis ini. Dengan memeriksa struktur literatur, frekuensi publikasi, jurnal, dan bidang penelitian, kita dapat menunjukkan signifikansinya. Dari tahun 2013 hingga 2022, para peneliti dari 169 institusi berbeda di 13 negara menghasilkan 76 publikasi individu di bidang administrasi

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publik. Istilah manajemen publik baru menjadi kata kunci yang paling sering digunakan untuk menulis tentang subjek ini. Artikel-artikel dalam International Review of Administration Sciences dapat ditemukan dalam berbagai topik. Perkembangan literatur berkaitan manajemen publik baru adalah hasil prediksi utama dari literatur ini.

A. INTRODUCTION

The notion of New Public Management (NPM) is central to public-sector reform. Because one of the core NPM concepts is performance measurement, the NPM idea is also relevant to public sector performance management challenges (Mahmudi, 2003). The NPM movement began in affluent nations in Europe, but as it grew, the NPM idea became a worldwide movement, and emerging countries now influenced globally expansion of that concept (Mahmudi, 2003; Ropret & Aristovnik, 2019). The bureaucratic reform rhetoric in the 1980s was centered on best practices as expressed in 'good governance' and 'new public management (NPM) paradigms (Akbar et al., 2021). Accountability, the rule of law, political stability, corruption control, regulatory control, and government efficacy are normative descriptors of good governance models (Grindle, 2017). The NPM model, on the other hand, emphasizes business management ideas such as bureaucratic desegregation, corporatization, performance management, marketization, outsourcing, privatization, managerial autonomy, customer orientation, and so on (Hughes, 2017).

The objective of the alterations is to enhance the efficacy of the government while nurturing an culture of transparency and accountability. In essence, this represents the pervasive drive for superior governance. The implementation of Good Corporate Governance in a firm's administration is crucial as it can furnish distinct principles for prudent and conscientious choices and facilitate secure enterprise management. Thus, can amplify the worth and faith of stakeholders or the general populace in the enterprise (Suwandi et al., 2019). Organizations in the public sector often face criticism for their alleged lack of initiative, inefficiency, poor quality, and lack of originality. New Public Management (NPM) is an initiative reforming public sector in response to rising public dissatisfaction with established government agencies (Ropret et al., 2018; Ropret & Aristovnik, 2019). According to NPM, all executives and managers must look at the bigger picture and develop novel strategies to improve efficiency and productivity. Shifting from a paddling leadership style to "direct" or take charge of and steer only the most crucial strategic matters (Indahsari & Raharja, 2020).

NPM is gaining favor as a strategy of management reform, depoliticization of authority, or decentralization of government that fosters democracy (Winengan, 2018). The rethinking of government is followed by the reinventing of government (including reinventing local government), This changes the government's function, notably in its contacts with the general public. Despite national and regional variances, theoretical advancements such as the transition from public administration to public management, the elimination of redundant government bureaucracy, and the widespread use of contract systems have expanded globally. Accrual accounting, performance-based budgeting, and results-based management are rising in nearly every country (Harun et al., 2020; Prabowo et al., 2017). Even though NPM is a worldwide phenomenon, its use varies greatly depending on specific regional circumstances (Curry & Van de Walle, 2018).

The main objective of this literature review is to gain a comprehensive understanding of the New Public Management (NPM) as a form of governance initiative. To achieve this, a

quantitative bibliometric approach was utilized, whereby a large number of publications were identified through Scopus searches. The scope of the study was restricted to publications published in the last decade (2013-2022). The research question that guided this study was formulated as follows: "To what extent have issues related to New Public Management (NPM) been investigated in government research?"

B. LITERATURE REVIEW
An Overview of New Public Management (NPM)

Throughout the 1980s, the New Public Management (NPM) was widely adopted in OECD (Organization for Economic Cooperation and Development) countries. The public sector is a management reform focused on public administration and accountability principles (Dunleavy & Hood, 1994). The New Public Management (NPM) theory promotes the incorporation of commercial methods into government organizations. As a result, public sector performance may and should be improved by incorporating ideas and practices from the private sector's management style (Indahsari & Raharja, 2020).

Ropret & Aristovnik (2019) state that there are two distinct origins for NPM's guiding philosophy and principles. Managerialism comes from the private sector, but economic theories like public choice, agency, and transaction cost theories are grounded in economics. Managerialism rests on the central tenet that management is a normatized, cross-sectoral activity with a primarily instrumental focus. Given the complexity of modern society, many aspects of the Weberian model, the classical framework for public administration based on Weber's theoretical assumptions, are becoming irrelevant (Dunleavy & Margetts, 2015; Hammerschmid et al., 2016; Ropret et al., 2018). Although the model's emphasis on regular division of work, employee depersonalization, and formal communication remains crucial in much of today's public administration (Hood & Dixon, 2016; Pollitt & Bouckaert, 2011), it is vital to emphasize that the model concentrates on these characteristics (Pollitt & Bouckaert, 2011).

As a result, numerous governance models have been presented in recent decades to better use public administration specialists and respond to current society's urgent concerns (Bach & Bordogna, 2011; Mathis, 2014). The New Public Management (NPM) movement began in the United Kingdom and New Zealand, and it has now spread to many other countries. This is an innovative kind of government administration in that it draws administrative procedures from the private sector and based its choices on market forces (Bach & Bordogna, 2011; Bovaird & Löffler, 2003; Pollitt & Bouckaert, 2011). The result of attempts to reduce government spending as a percentage of GDP and to enhance the representation of those on welfare and in government. Many nations, including New Zealand, the United Kingdom, and the United States, use New Public Management to reform government (Ropret & Aristovnik, 2019). According to Ropret and Aristovnik (2019)the NPM has been tested for 10 years, and foreign governments in Central and Eastern European (CEE) states are voicing concerns regarding the effectiveness of NPM.

Along with NPM, there has been a trend toward decentralization and devolution in accordance with the idea of vertical subsidiarity, which states that the role of government closest to the public should have the authority and resources to handle their concerns (Dan & Pollitt, 2015). Administrative decentralization, in particular, can have a detrimental impact on social engagement since social risks may be moved without enough resources (Barberis et al., 2019). Public-private partnerships and networks have evolved into successful policy tools, but their administration requires a common understanding of roles and responsibilities. The use of networks by local institutions to transmit social concerns to its collaborators undermines democratic accountability, giving way instead to output control and financial

accountability (Fernanda, 2006). Incoherence can give particular interests more influence, putting less visible social groups at risk (Indahsari & Raharja, 2020). Network members in disadvantaged areas may lack the means and skills required to create community capacity in order to substitute unrelated public activities and react to competitive management demands. Less strong networks that already require more assistance are more likely to be undermined by austerity measures, increasing their reliance on "grant coalitions" for public funds. When resources are few, it can be difficult for groups to collaborate toward a shared purpose. Power and responsibility mismatches within networks may result in unmet societal needs and ineffective actors (Barberis et al., 2019).

C. METHOD

This study was used quantitative data concerning contemporary research trends in public management, a bibliometric analysis was conducted as part of this study.. As a standardized quantitative strategy for assessing developments in scholarly publishing, bibliometric analysis has proven its worth over and again. This method is frequently employed when studying published works on a certain topic. In contrast to subjective reviews, bibliometric analyses comprehensively assess all relevant literature in a certain field (Curry & Van de Walle, 2018). All academic articles retrieved from Scopus as of November 2022. Scopus is an extensive and well-respected database that indexes and abstracts scholarly literature. The supplementary Google Scholar was chosen because it contains recent studies on public administration.Journal articles, conference proceedings, and reviews of published books are the primary sources used in this investigation. Terms of "New Public Management," was get 80 results back. We only included publications written in English and restricted our analysis to studies published between 2013 and November 2022. The data was analyzed using RStudio and "biblioshiny" (Aria & Cuccurullo, 2017; Ninglasari & Himmawan, 2021), a graphical interface for performing bibliometric tests. In addition, create editable tables and figures in Microsoft Excel and build visualization networks in VOSviewer to investigate trends in releasing new research in the field of public management (van Eck & Waltman, 2010). VOSviewer is a program that combines bibliographies, citations, co-authoring, and visualization to create bibliometric networks.

D. RESULT AND DISCUSSION

In order to better understand modern public management, the following table lists the tools that have been used. The 76 utilized papers were categorized as journal articles (72), reviews (3), and notes (1). Table 1 indicates that 94.7%, or 72 documents, of the types of documents used in the new public management for research purposes, journals articles. However, review papers account for just 0.03 percent, or three documents, of the least-used documents. Given that most references are derived from scientific journals, it may be concluded that the references used are reputable.

Table 1. Document Types

No	Document Types	Number of Articles
1.	Journal Article	72
2.	Review	3
3.	Note	1
Total		76

Source: Scopus (2022)

Trends in New Public Management on Government Research

Figure 1 displays the temporal distribution of new public management literature articles. It indicates that the original work was published in 2013 without receiving any citations. However, the first significant literature published in 2015 gained 12 citations.
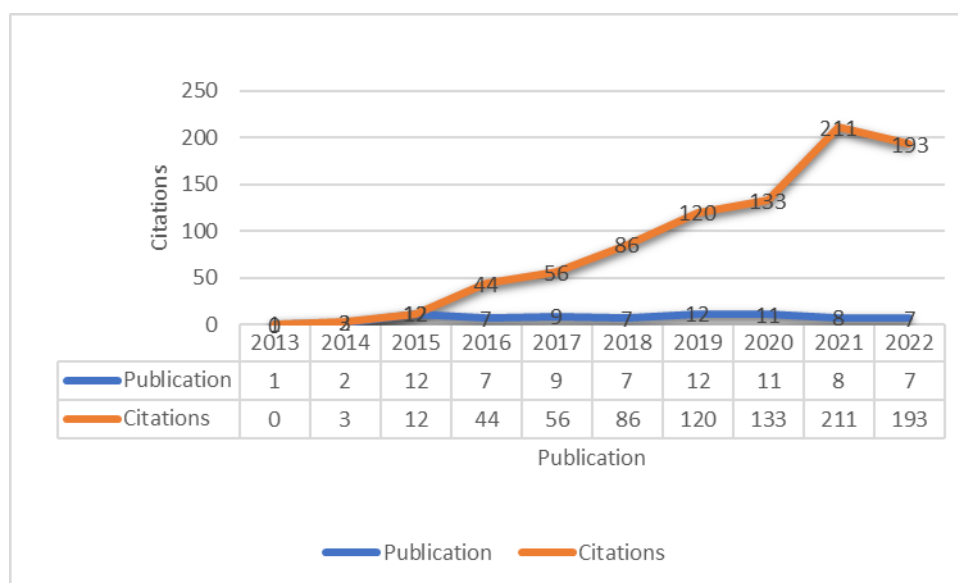
Figure 1. Distributing of New Public Management on Government Research Literature Over Time

There will be more publications between the years 2018 and 2020. The range of published works in most years was about the same, between seven and nine. In 2021, there was a record number of citations in publications, with 211 cited from eight works.

Table 2. Top-5 Research Areas

No.	Research Areas	Number of Articles
1.	Business, Management and Accounting	24
2.	Economics, Econometrics and Finance	8
3.	Medicine	5
4.	Environmental Science	4
5.	Arts and Humanities	3

Source: Scopus (2022)

Table 2 displays the most prevalent articles per research field. Business, Management, and Accounting received the most articles (54.54 percent), followed by Economics, Econometrics, and Finance (18.18 percent), Medicine (11.36 percent), Environmental Science (9.09 percent), and Arts and Humanities (6.81 percent). It can be inferred that the field of new public management continues to attract the attention of scholars across various research areas, particularly in business and management.

**The most relevant journals publishing New Public Management on Government research**

In Table 3, we find a ranking of the best five publications that provide studies of new public management. Seven articles on new public management were published in the International Review of Administrative Sciences, while only five appeared in the Public Money and Management journal.

Table 3. Top-5 journals publishing new public management on government research

No.	Journal	Number of Articles
1.	International Review of Administrative Sciences	7
2.	Public Money and Management	5
3.	Journal of Accounting in Emerging Economies	3
4.	Nordic Journal of Working Life Studies	3
5.	Public Administration Issues	3

Source: Scopus (2022)

Furthermore, three publications are available: Public Administration Issues, the Journal of Accounting in Emerging Economies, and Nordic Journal of Working Life Studies. Figure 2 provides further information.
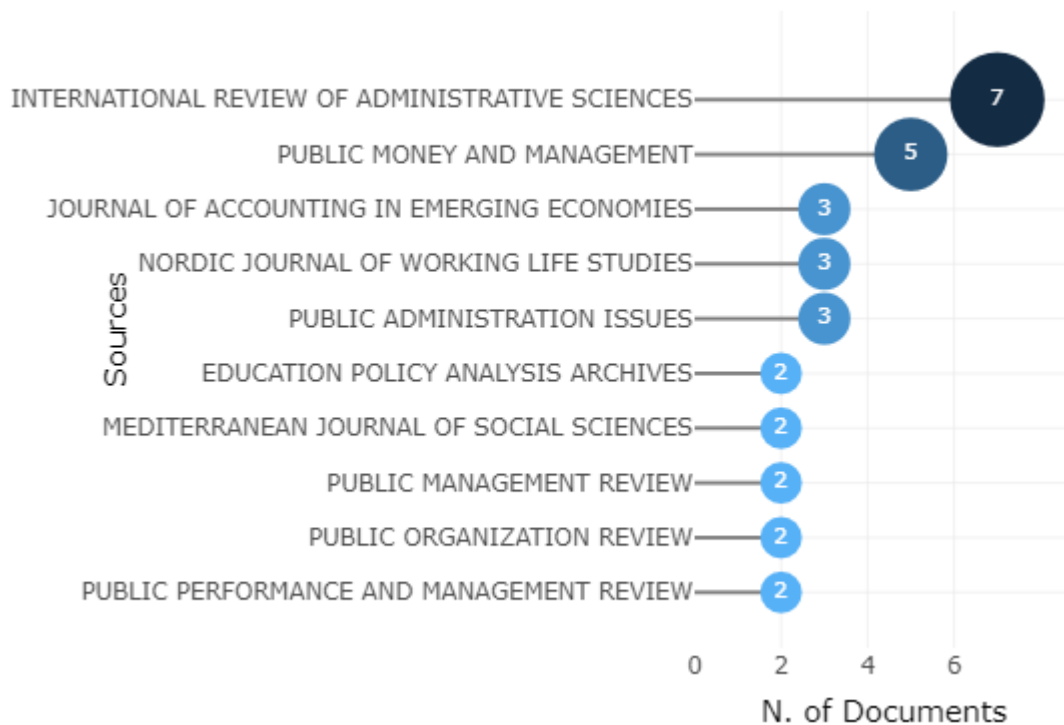
Source: Biblioshiny R-Studio(2023)

Figure 2. The most Relevant Sources of New Public Management on Government Research
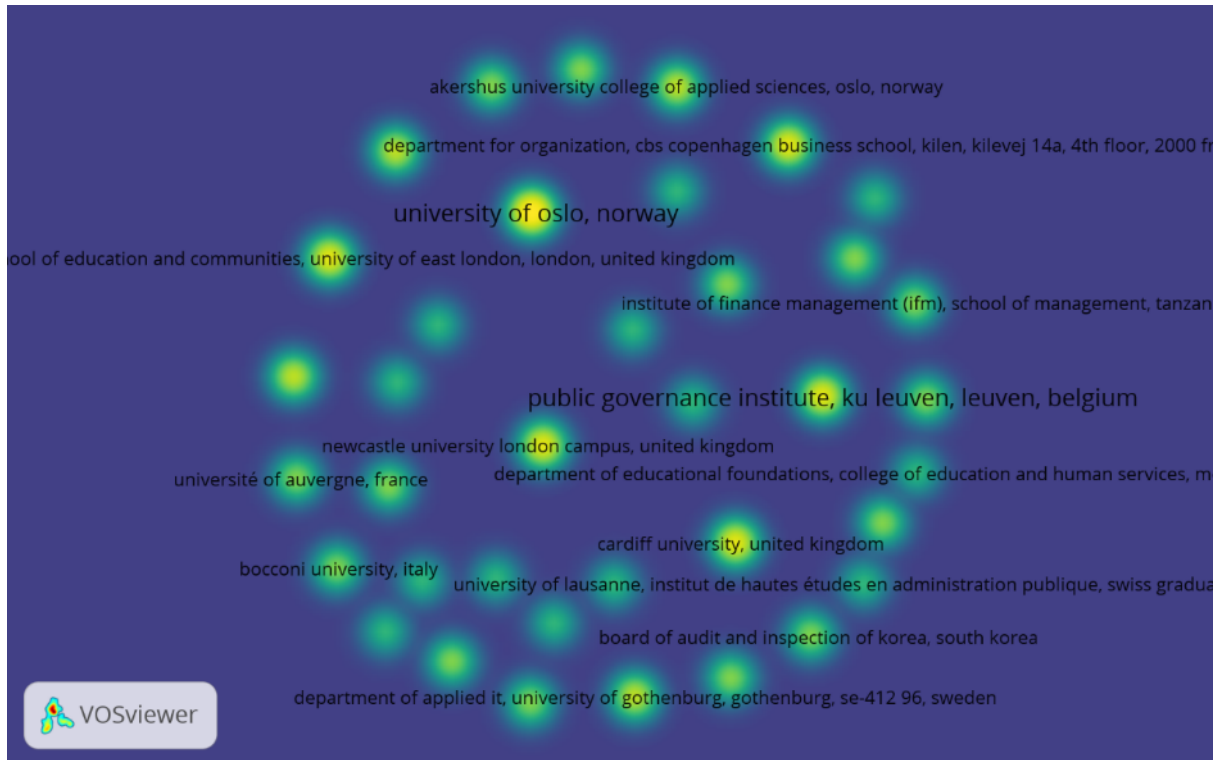
Bibliometric Visualization Analysis

Then, using RStudio "Biblioshiny" and VOSviewer, analyze and map bibliometric data. The conclusions of the new public management literature bibliographic mapping are as follows.

Co-Authorship Analysis

Co-authorship Authors

The co-authorship graphic emphasizes and recognizes the authors who established the original new public management and all authors who participated in the study. Using the program VOSviewer, we demonstrated co-authorship (Figure 3). More articles regarding the author's new public management will increase the size and vibrancy of the form. Furthermore, co-authorship indicates whether the research was conducted independently or jointly.

Source: VOSviewer (2023)

Figure 3. Network Visualization of Key Authors

Figure 3 depicts the author's literary name, Liguori M., which rises exponentially and brilliantly as his number of publications increases. There is no evidence of a social network among academics working on new publications in public management. Table 4 shows author has the most publications.

Table 4. The highest contributors in new public management on government research

No.	Author	Affiliations	Number of Articles
1.	Liguori M.	Durham University Business School	2
2.	Cinquini L.	Sant'Anna Scuola Universitaria Superiore Pisa	2
3.	Dan S.	Vaasan Yliopisto	2
4.	Hangartner J.	University of Teachers Education	2
5.	Pollitt C.	Public Governance Institute	2

Source: Scopus (2023)

Co-authorship Affiliations

Figure 4 depicts how institutional clusters, represented by bright circles, produce literature on new public management. A total of 79 institutions were represented in the published publications. As shown in Figure 4, the University of Oslo is the most productive institution in producing papers on new public management. The top five universities were, therefore, the University of Oslo (two documents), the Public Governance Institute (two documents), Cardiff University (one document), the Institute for Public Management (one document), and Newcastle University London (one document). The University of Oslo has the greatest overall link strength (four), followed by Cardiff University (three), Cass School of Education and Communities (three), Hertie School of Governance (three), and Institute for Public Management (three).

Source: VOSviewer (2023)

Figure 4. Network Visualization of Affiliation

Co-authorship Country

Table 5 shows the countries having the newest public management research. Figure 5 shows how the Vosviewer mapping findings indicate several groupings of nations that publish the most articles on the theme of new public management.

Table 5. Top 5 countries publishing new public management on government research

No.	Country	Numer of Articles
1.	United Kingdom	19
2.	United States	6
3.	Australia	4
4.	Turkey	3
5.	Poland	2

Source: Scopus (2022)

The more papers a nation publishes, the broader its circle of publishing countries. As seen in Figure 5, reveals that the United Kingdom has published the highest number of articles on the topic (19), followed by the United States (6), Australia (4), Turkey (3), and Poland (2). Moreover, it is noteworthy that the United Kingdom has published the most articles on new public management when compared to other nations. Despite this, there is no indication of any collaboration between nations in the publication of literature on new public

management.
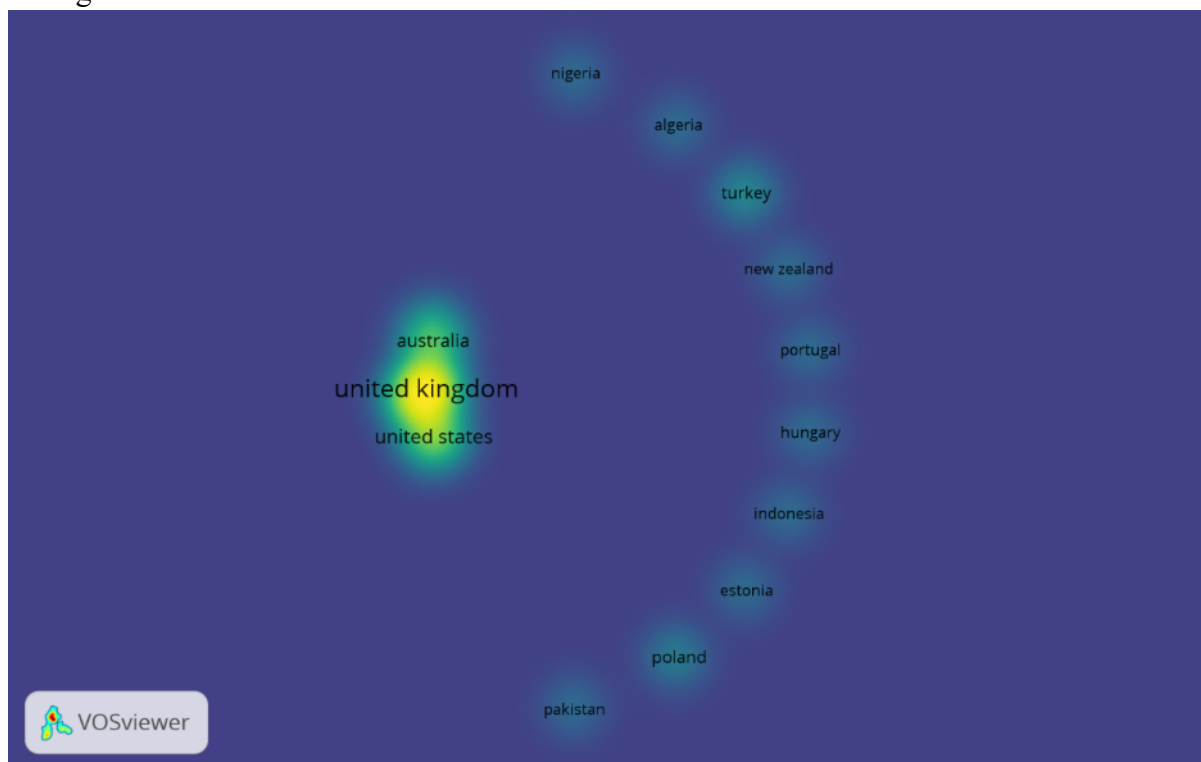
Source: VOSviewer (2023)
Figure 5. Network Visualization of Country

Citation Analysis

According to Vosviewer, citation analysis indicates the overall number of citations obtained by a source, author, organization, or nation during a certain time period. Figure 6 demonstrates the use of bibliometric citations to identify new public management research.
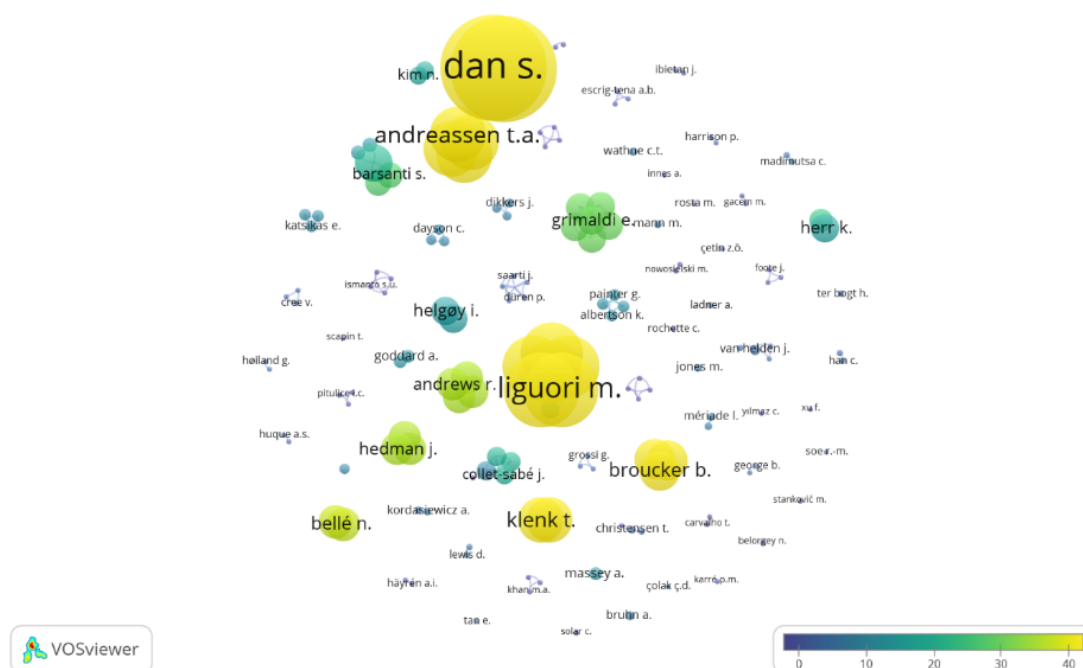
Source: VOSviewer (2023)
Figure 6. Citation Network Visualization

Table 6 also lists the top-5 cited research documents. Figure 6 demonstrates that Dan S. has a bigger circle, indicating that he has received more citations than the other writers. Dan S. (2015)'s paper " NPM Can Work: An Optimistic Review of the Impact of New Public Management Reforms in Central and Eastern Europe" in Public Management Review earned seventy-six of citations. Therefore, a high number of citations suggest that a paper is more impactful or essential, as it has been cited and expanded upon by a large number of other researchers.

Table 6. The Top-5 cited Publications in new public management on government research

No.	Authors/Year	Title	Journal	Citations
1.	Dan S. (2015)	NPM Can Work: An optimistic review of the impact of New Public Management reforms in central and eastern Europe	Public Management Review	76
2.	Hyndman et al. (2014)	The translation and sedimentation of accounting reforms. A comparison of the UK, Austrian and Italian experiences	Critical Perspectives on Accounting	73
3.	Fossestøl et al. (2015)	Managing institutional complexity in public sector reform: Hybridization in front-line service organizations	Public Administration	64
4.	Pollitt (2013)	Searching for impacts in performance-oriented management reform	Public Performance and Management Review	59
5.	Broucker et al. (2018)	Higher education for public value: taking the debate beyond New Public Management	Higher Education Research and Development	44

Source: Scopus (2023)

The next most cited document is "The translation and sedimentation of accounting reforms. A comparison of the UK, Austrian and Italian experiences" by Hyndman et al. (2014). It was cited seventy-three times. The third and fourth papers received 64 and 59 citations, respectively. Fossestøl et al. (2015) titled "Managing institutional complexity in public sector reform: Hybridization in front-line service organizations" and Pollitt (2013) "Searching for impacts in performance-oriented management reform".

Co-Occurrence of Keywords Analysis

The frequency of terms grouped adjacently in articles is evaluated using keyword co-occurrence.
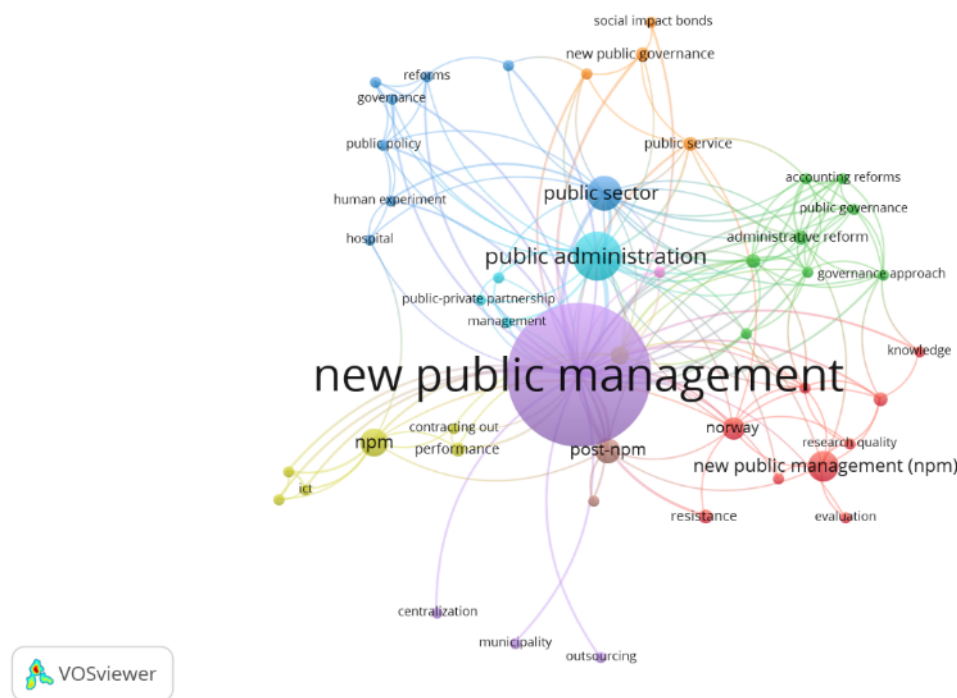
Source: VOSviewer (2023)

Figure 7. The occurrence and connectivity of keywords

Figures 7 and 8 show the keyword analysis and tree map for the new public management. Figures 7 and 8 reveal that the most often used keyword in government research materials on new public management is "new public management." Figure 7 illustrates the mapping results, categorized into four distinct colour-coded groups (blue, red, green, and yellow).
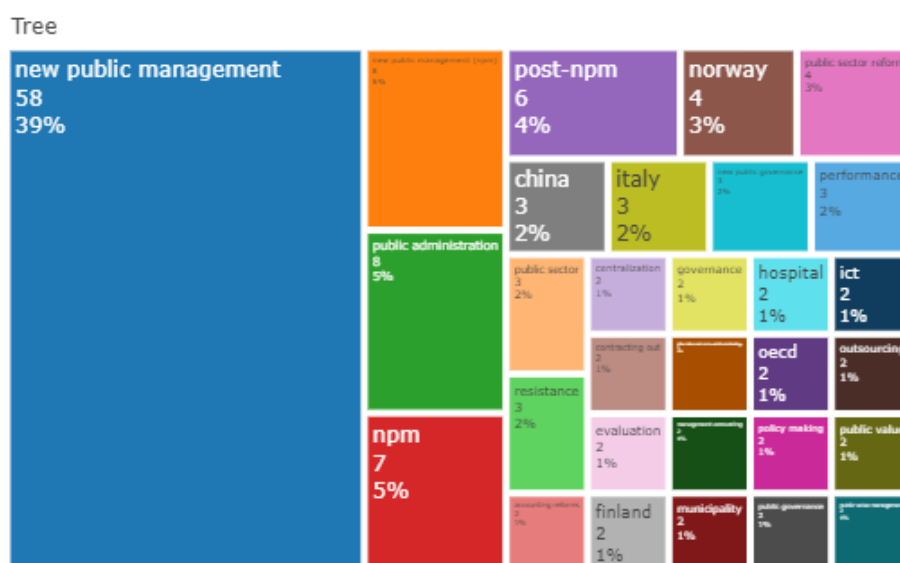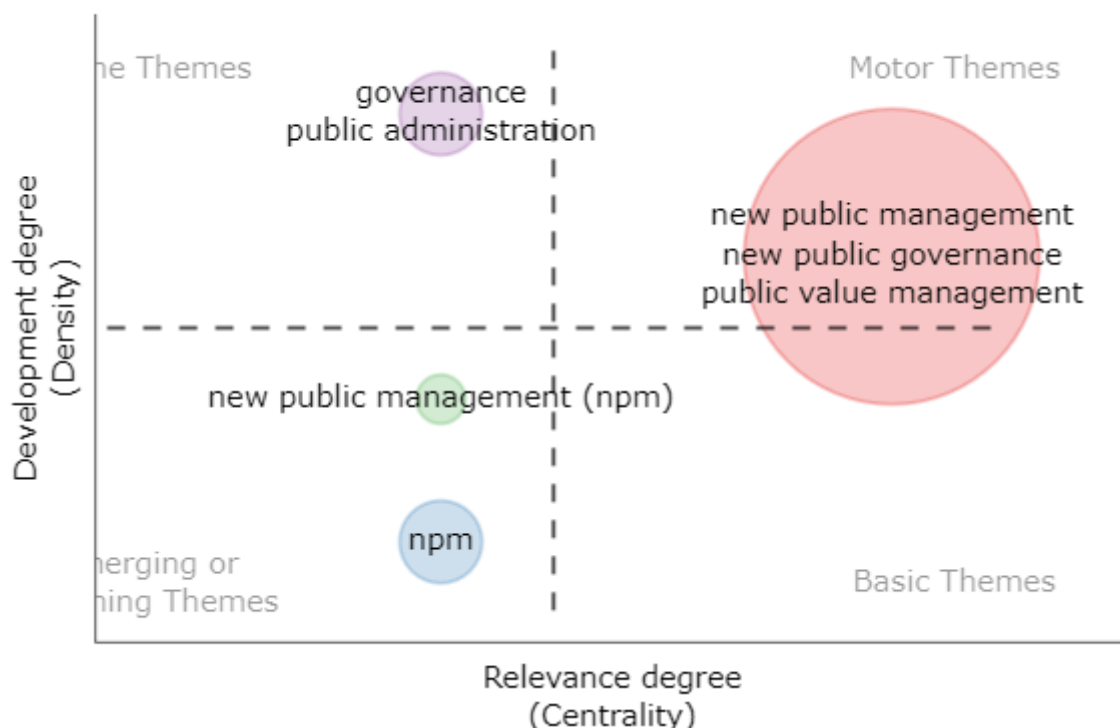

Source: Biblioshiny R-Studio (2023)

Figure 8. A tree map of the top 30 keywords

Purple nodes represent new public management, public administration, and the public sector. New public governance, administrative improvements, and public service comprise the green nodes. The yellow vertices represent npm, outsourcing, and performance. The red nodes post-npm are resistance, appraisal, and knowledge. According to Figure 8's tree map, the most often used keywords are new public management (39%), public administration (5%), npm (5%), post-npm (4%) and norway (4%). (three percent)

Thematic Evolution Analysis

To improve the quality of our results, we do further analysis using the bibliometric R-package. Using the R package's thematic map function, we categorize additional themes based on centrality and density. Figure 9 uses a themed map to illustrate the quadrants. The centrality of a topic refers to its relevance in relation to the larger study area, whereas density is a proxy for the evolution of a subject.

Source: Biblioshiny R-Studio (2023)

Figure 9. Thematic map of new public management on government research literature

The topic "government and public administration," as shown in Figure 9, is positioned in quadrant-I, showing that it is a specialist theme with high density but low centrality. "New public management, new public governance, and public value management" have a high degree of density and centrality in Quadrant-II, or the motor theme. Then, between Quadrant-II (motor theme) and Quadrant-III, is "public value management" (basic theme). "npm" are located in Quadrant-IV (emerging or isolated). Overall, the thematic map in Figure 9 highlights the current state of research in new public management and can guide researchers in identifying important themes for further study.

Discussion

Based on bibliometric data, we discovered new public management of government research trends. There are 76 publications, with categorized as journal articles (72), reviews (3), and notes (1). The line implies that the diffusion of new public management (npm) papers increased somewhat from 2013 to 2022, with the most substantial growth occurring

between 2019 and 2021 then declining. Furthermore, the new public management discussion on Scopus is more centred on the academic fields of business, management, and accounting. In new public management research, the International Review of Administrative Sciences publishes the most articles backed by the most relevant sources.

Moreover, Liguori M, Cinquini L, Dan S, Hangartner J, and Pollitt C are the most prolific co-authors of new public management in government research publications. The most acreage was contributed to new public management research by the United Kingdom, followed by the United States and Australia. The document with the highest number of citations was. Dan S. (2015) has the most citations, with 76 in total, for their paper "NPM Can Work: An optimistic review of the impact of New Public Management reforms in central and eastern Europe" published in Public Management Review. The second most cited publication is "The translation and sedimentation of accounting reforms. A comparison of the UK, Austrian and Italian experiences" by Hyndman et al. (2014), with 73 citations. The third and fourth most cited papers have received 64 and 59 citations respectively. These are Fossestøl et al.'s (2015) "Managing institutional complexity in public sector reform: Hybridization in front-line service organizations" and Pollitt's (2013) "Searching for impacts in performance-oriented management reform". According to co-occurrence data, the keywords "new public management," "public administration," "npm," and "post-npm" are often occuring. The analysis of the treemap visualization indicates that the keyword "new public management" has the highest frequency of occurrence, accounting for 39% of all keywords used in the publications. Other frequently used keywords include "public administration" (5%), "npm" (5%), "post-npm" (4%), and "Norway" (4%). These top keywords constitute a significant portion of the total number of keywords used in the literature on new public management in government research. To enhance the robustness of our findings, we conducted further analysys using thematic map function. We categorized additional themes based on their centrality and density, the theme of "government and public administration" is situated in quadrant I, indicating that it is a specialized theme with high density but low centrality. Quadrant II, known as the motor theme, is characterized by "new public management, new public governance, and public value management," which have high levels of both density and centrality. In the vicinity of Quadrant II and III lies "public value management," which is considered a basic theme. Lastly, "npm" is located in Quadrant IV, which represents emerging or isolated themes.The function of modern public management is a fascinating topic that merits further investigation. That is because NPM instruments were traditionally viewed as a solution for ineffective and inefficient public services. Later, NPM continues to pique the interest of academics and practitioners. The successful NPM implementation can be conducted in Central and Eastern Europe. On the other hand, it proves that it can and does work.

Furthermore, substantial evidence indicates that certain basic NPM reform strategies, including as performance assessment, quality enhancement, and agency creation, have resulted in specific changes to the structure or delivery of public services throughout the area. Dan S. (2015) earlier stated the importance of new public management. The Romanian public sector has embraced new public management as part of the multi-year modernisation programs widespread in Central and Eastern Europe. Better processes and efficiency, according to Ioniţa & Freyberg-Inan (2008) and Profiroiu et al. (2010), encouraged a culture shift toward results-based public administration. Similar findings were discovered in Latvia and Lithuania, where a World Bank research revealed that both countries have significantly improved their strategic planning and policy management; these changes will result in future improvements (Nakrošis et al., 2020). According to a research Dan & Pollitt (2015), Local government agencies in Estonia graded NPM methods favorably in terms of efficiency and

efficacy. The author, like previous study, believes that the ability to adjust can lead to favorable future advancements.

E. CONCLUSION

This article includes the most noteworthy papers, authors, organizations, and nations in new public administration on government research based on the Scopus database. The investigation was done out using the software programs RStudio and VOSviewer. We began by investigating the publication institution in this field. 169 writers had published 76 articles on this topic as of November 2022. This number has increased dramatically in the recent decade, with the United Kingdom leading the way in terms of authors working in this field. The University of Oslo is the most prolific producer of new public management research papers. These findings provide valuable insight for researchers and policymakers in the field of public administration, and the sources cited in this literature contribute to the expansion and development of knowledge in this area. Overall, this article makes a significant contribution to the field of new public management research by providing a comprehensive analysis of the top papers, authors, organizations, and nations in this field.

This study is important for academics who wish to keep investigating new public management techniques, mostly through bibliometric outcomes such as employing frequent keywords and indexing references based on the most popular authors, institutions, places, and keywords. However, our study has the following limitations, first, a single indexing database, is the focus of our initial data gathering. second, we remove some unnecessary stuff. As a result, our data selection is at the discretion of the author. In future study, the following researcher may supplement their evaluation of new public management materials with works indexed in Scopus and Web of Science (WOS).

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