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MAPPING THE RESEARCH LANDSCAPE OF SAKIP IN INDONESIA: A BIBLIOMETRIC ANALYSIS

Hasmi Nasution 1 , Intan Oktoviona 2 , Mawar Dayu Afmi Risky 3 , Syed Agung Afandi 4

Sultan Syarif Kasim State Islamic University of Riau, Jl. HR Soebrantas, Panam, Pekanbaru City,

Indonesia 1,2,3,4

asminasution5@gmail.com 1 , intanoktoviona@gmail.com 2 , mawarfiiqolbydaiman@gmail.com 3 , syedagungafandi@uin-suska.ac.id 4

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Abstract

This study aims to analyze the development and research trends of the Government Agency Performance Accountability System (SAKIP) in Indonesia using a bibliometric approach. SAKIP is a key instrument in Indonesia's bureaucratic reform and has attracted significant academic attention over the past two decades. Through the analysis of 205 articles published between 1999 and 2026 sourced from Google Scholar using the Publish or Perish software, this study maps publication growth patterns, keyword networks, and dominant thematic clusters using VOSviewer. Results indicate significant and consistent publication growth, particularly since 2017, with dominant keywords including sakip, accountability, performance accountability, and government agency performance accountability system. Bibliometric network analysis identified four main thematic clusters reflecting the complexity of SAKIP studies from the perspectives of implementation, performance measurement, information technology, and human resources. These findings make an important contribution to the development of future SAKIP research agendas and policy implications for strengthening performance-based governance in Indonesia.

Keywords: Bibliometrics; SAKIP; Performance Accountability; VOSviewer; Bureaucratic Reform

Abstrak

Penelitian ini bertujuan untuk menganalisis perkembangan dan tren penelitian mengenai Sistem Akuntabilitas Kinerja Instansi Pemerintah (SAKIP) di Indonesia. SAKIP merupakan instrumen penting dalam reformasi birokrasi Indonesia yang telah menarik perhatian akademik yang signifikan dalam dua dekade terakhir . Menggunakan pendekatan kualitatif dan metode analisis bibliometrik yang bersumber dari Google Scholar dan dikumpulkan menggunakan *software Publish or Perish*. Penelitian ini memetakan pola pertumbuhan publikasi, jaringan kata kunci, serta *kluster* tematik dominan. Proses pemilihan data dan penyelesaian data dilakukan menggunakan *mendeley*, sementara peta bibliometrik diperoleh menggunakan *VOSviewer*. Studi ini menemukan 708 artikel yang dipublikasikan antara tahun 1999 hingga 2026 dengan pertumbuhan publikasi yang signifikan dan konsisten, khususnya sejak tahun 2017, dengan kata kunci dominan meliputi SAKIP, akuntabilitas kinerja, dan sistem akuntabilitas kinerja instansi pemerintah, reformasi birokrasi. Analisis jaringan bibliometrik mengidentifikasi empat kluster tematik utama yang mencerminkan kompleksitas kajian SAKIP dari perspektif implementasi, pengukuran kinerja, teknologi informasi, hingga sumber daya manusia. Temuan ini memberikan kontribusi penting bagi pengembangan

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agenda penelitian SAKIP ke depan serta implikasi kebijakan dalam penguatan tata kelola pemerintahan berbasis kinerja di Indonesia.

Kata Kunci : Bibliometrik; SAKIP; Akuntabilitas Kinerja; VOSviewer; Reformasi Birokrasi

INTRODUCTION

Good governance is a fundamental prerequisite for the realization of effective, efficient, and accountable government. In Indonesia, efforts to realize good governance have led to the birth of various bureaucratic reform policies, one of which is the implementation of the Government Agency Performance Accountability System (SAKIP). SAKIP is a strategic instrument designed to ensure that every government agency can account for the use of the state budget through structured, results-oriented performance measurements.(Padriyansyah & Pratiwi, 2025). Normatively, SAKIP is defined as a systematic series of various activities, tools, and procedures designed for the purpose of determining and measuring, collecting data, classifying, summarizing, and reporting performance in government agencies in the context of accountability and improving the performance of government agencies.(Peraturan Presiden Republik Indonesia, 2014).

Since its comprehensive regulation through Presidential Regulation No. 29 of 2014 concerning the Government Agency Performance Accountability System, SAKIP has become the primary framework for managing the performance of the Indonesian bureaucracy (Nurul Widya Salsabillah, 2024). This system integrates components of strategic planning, performance agreements, performance measurement, performance data management, performance reporting, and review and evaluation as a single, continuous performance management cycle.(Mardianty, 2024)Strengthening performance accountability is one of the priority strategies in accelerating national bureaucratic reform, which aims to create a clean, accountable, and capable government, as well as improve the quality of public services to the community.(Winoto & Handayani, 2022).

Although SAKIP has been implemented for more than a decade, various studies indicate that this system has not yet fully functioned optimally as a true performance management tool . Atmaja (2024) in his research on the implementation of SAKIP concluded that the implementation of this system still tends to be oriented solely on fulfilling administrative documents, while the quality of the document's substance has not been touched upon in depth.(Atmaja, 2024)Similar findings were also found in various implementation studies in other regions, where the main obstacles identified included a lack of commitment from

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regional apparatus leaders, weak inter-institutional coordination, and limited human resource capacity of SAKIP administrators.(Hendrik et al., 2022)This condition indicates a significant gap between the design of the SAKIP policy as a modern performance management instrument and the reality of its implementation in the field (Zuhri et al., 2024).

Academic responses to this issue have given rise to various studies examining various dimensions of SAKIP, ranging from policy implementation aspects, the effectiveness of performance measurement, the relationship between SAKIP values and the quality of regional financial governance, to the role of internal and external factors in determining the success of this system's implementation. Widiyastuti et al. (2025) found that regional government performance accountability is positively influenced by internal control systems, public oversight, and the implementation of e-government, indicating the multidimensional nature of the determinants of SAKIP quality.(Widiyastuti et al., 2025)The increasing volume of research on SAKIP over the past few years reflects the relevance of this topic in the context of public sector governance development in Indonesia.

However, to date, there has been no systematic effort to comprehensively map the SAKIP research landscape. Fundamental questions about how the SAKIP research publication trajectory has evolved over time, who are the most productive and influential researchers and institutions, what research themes have dominated academic discourse, and what knowledge clusters and research gaps remain unanswered methodologically. Without a clear intellectual map, researchers risk duplicating research or overlooking thematic areas that require further exploration.

This is where bibliometric analysis offers a suitable methodological solution. Bibliometric analysis is a popular and rigorous quantitative method for exploring and analyzing large volumes of scientific data, enabling researchers to uncover the evolutionary nuances of a field of study while highlighting emerging areas within it.(Widiyastuti et al., 2025)This method has the advantage of handling large amounts of published data and producing high research impact, making it an increasingly popular methodological choice in various disciplines including public administration and public sector management.(Ding, 2025). Through techniques such as co-citation analysis, bibliographic coupling, keyword co-occurrence analysis, and mapping of author collaboration networks, bibliometric analysis can

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produce rich visualizations of the intellectual structure of a field of study.

The use of bibliometric analysis to map the research landscape on public sector governance and accountability in Indonesia has yielded significant results. Bibliometric research on Indonesian government financial audits found that research on this topic began to grow in 2011, with 2020 being the peak year for publication productivity.(Oktaviyani & Kuantadi, 2023)Meanwhile, a bibliometric study on governance in Indonesia identified that corruption, public services, and local governance are the most researched topics, while a number of other topics have received less attention.(Tamara et al., 2022)These findings confirm that bibliometric mapping can generate strategic insights for developing future research agendas.

This study aims to address this gap by conducting a bibliometric analysis of scientific publications on SAKIP indexed in Google Scholar from 1999 to 2026. Using Publish or Perish software for data collection and VOSviewer for bibliometric network visualization, this study aims to answer the following questions: First, how have scientific publication trends on SAKIP evolved over time? Second, what are the main thematic clusters that dominate SAKIP studies? Third, what are the most influential keywords in the SAKIP topic co-occurrence network?

This research is expected to provide a dual contribution: theoretically, the results of this study enrich the understanding of the intellectual landscape of SAKIP studies; practically, these findings can serve as a reference for researchers, academics, and policymakers in identifying research gaps that have not been widely explored and in designing a more focused and impactful SAKIP research agenda.

METHOD

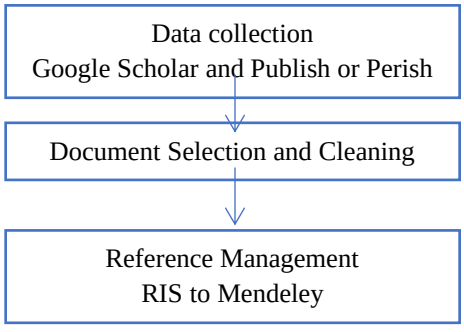
This research uses a qualitative approach with a bibliometric analysis method. Bibliometric analysis is a quantitative technique used to examine scientific literature in a specific domain or topic to identify research trends, intellectual structures, and thematic developments.(Donthu et al., 2021; Moral-Muñoz et al., 2020)This method allows researchers to highlight critical insights generated from existing academic work and to map the evolution of scientific discourse in the field under study.(Gaviria-Marin et al., 2019; Kumar, 2025).

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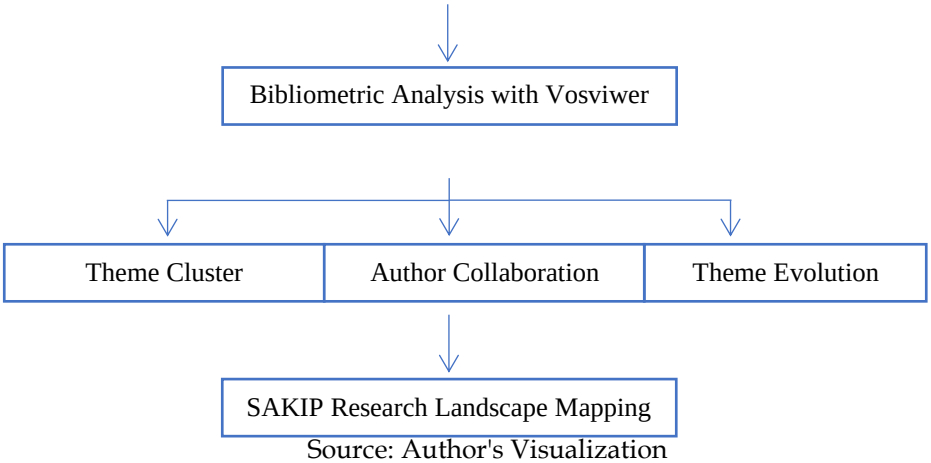
Data were obtained from the Google Scholar database through the Publish or Perish software using three main keywords: "SAKIP", "performance accountability of government agencies", and "performance accountability system". These keywords were chosen deliberatively because they represent core terminology related to the Government Agency Performance Accountability System in the context of Indonesian public administration. Focusing on this terminology ensures that the obtained literature accurately reflects the multidimensional nature of government performance accountability practices in Indonesia, which encompass aspects of performance planning, performance measurement, performance reporting, and performance evaluation in government agencies.(Abdussamad et al., 2024).

The use of Google Scholar as the primary data source was intended to capture a broad range of scholarly publications, including journal articles, conference papers, and reports that may not be indexed in commercial databases. Inclusion criteria included all documents published between 1999 and 2026, written in either Indonesian or English, and explicitly addressing the theme of SAKIP and performance accountability in the context of Indonesian government agencies. Studies unrelated to the topic of SAKIP, addressing general governance topics without explicit reference to SAKIP, or documents that were bibliographically incomplete were excluded from the analysis.

All data were exported in RIS format and organized using Mendeley for reference management and metadata refinement, including completing missing author keywords. The cleaned dataset was then analyzed using VOSviewer to generate a bibliometric map, with the analysis type set to co-occurrence, the unit of analysis defined as keywords, and the counting method applied as complete counting. This approach enabled the visualization of thematic clusters and the identification of dominant research patterns in the Indonesian SAKIP literature. A minimum threshold of three keyword occurrences was set to ensure the relevance and representativeness of the network.



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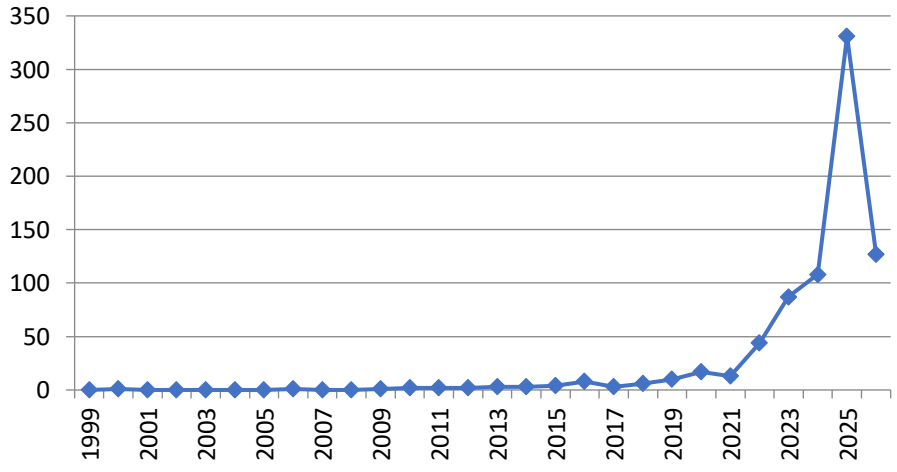
Source: Author's Visualization

Figure 2. Research Methodology Flow

RESEARCH FINDING AND DISCUSSION

Research Trends from 1999-2026

The analysis of 205 articles successfully filtered through the Publish or Perish software and identified from 788 journal articles in Google Scholar shows a dynamic publication growth pattern during the observation period 1999-2026. Diagram 1 shows the trend curve of scientific publications on SAKIP which illustrates the cumulative growth dynamics from year to year.



Source: Author's Data Analysis Results

Diagram 1. Article Publication Trends

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Based on Diagram 1, in the early post-reform phase, this topic experienced a fairly long research vacuum. The absence of scientific articles in 1999, the period from 2001 to 2005, the period from 2007 to 2008, and 2010 is clear evidence that SAKIP was initially viewed only as an internal administrative instrument of the bureaucracy. Throughout the decade, publications appeared only sporadically, as seen in 2000, 2006, and 2009, each of which recorded only one article. This phenomenon of scarcity indicates that in the early days of its introduction, the concept of performance accountability failed to attract the attention of researchers and was still minimally tested in scientific discussion spaces.(Dwiyanto et al., 2021).

New research continuity began to form consistently in 2011. However, from 2011 to 2021, the growth of multi-level articles was slow and tended to fluctuate in the single- to double-digit range. A massive turning point occurred in 2022, when the academic community recorded a sharp increase in research volume, reaching 44 articles. This acceleration continued unhindered in the following years, with 87 publications in 2023 and reaching the 100 mark, with 108 articles to be precise, in 2024. The peak of this entire literature series occurred in 2025, producing 331 articles, dominating 42.82% of the total number of publications ever published. This explosive growth in the modern phase confirms that accountability issues have now shifted to a central paradigm in governance studies, fueled by the massive digitalization of bureaucratic systems and demands for public information transparency.(Prayogo et al., 2025; Wibowo & Pratomo, 2021)

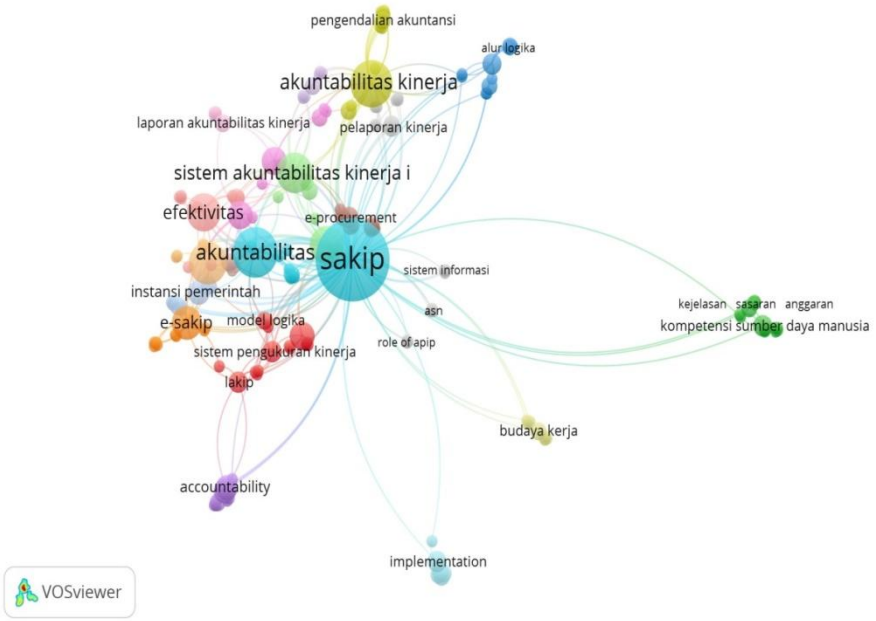
Meanwhile, the 2026 trend shows a provisional figure of 127 articles. While this appears to be a decrease compared to the previous year, this number actually reflects research performance that is still in its prime. Given that the current year is not yet over, this nominal decrease is solely due to the time lag factor in the publication cycle, where many scientific manuscripts are still waiting in the peer-review process or have not yet been fully indexed into journal databases. Cumulatively, the fact that more than 80% of the SAKIP literature was produced between 2023 and 2026 confirms that this study is a very fresh, dynamic, and relevant topic to developments in contemporary public sector governance.

Keyword Co-Occurrence Network Analysis: Network Visualization

Figure 3 presents the network visualization results from keyword co-occurrence analysis using VOSviewer. In this visualization, each node represents a keyword, while the node size reflects its frequency of occurrence, and the line

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thickness indicates the strength of the co-occurrence relationship between keywords. Different node colors indicate membership in different thematic clusters.



Source: VOSviewer Analysis Results (2026)

Figure 3.*Network Visualization*Co-Occurrence of SAKIP Keywords

The network visualization results identified four main clusters in the bibliometric network of the SAKIP study. The first cluster (light blue/teal) is the largest and densest cluster, dominated by the keyword sakip as the central node with the largest size, followed by accountability, government agency performance accountability system, effectiveness, performance accountability, e-procurement, and information systems. This cluster represents the core themes of the SAKIP study related to system implementation, effectiveness measurement, and the use of technology in performance accountability management.

The second cluster (red/orange) consists of keywords related to SAKIP implementation instruments and models, including e-sakip, government agencies, logic models, performance measurement systems, and lakip. This cluster reflects more technical and operational studies of various derivative instruments of the SAKIP system, including the development of e-SAKIP digital applications implemented in various local governments. The close relationship between keywords in this cluster indicates that research on SAKIP implementation

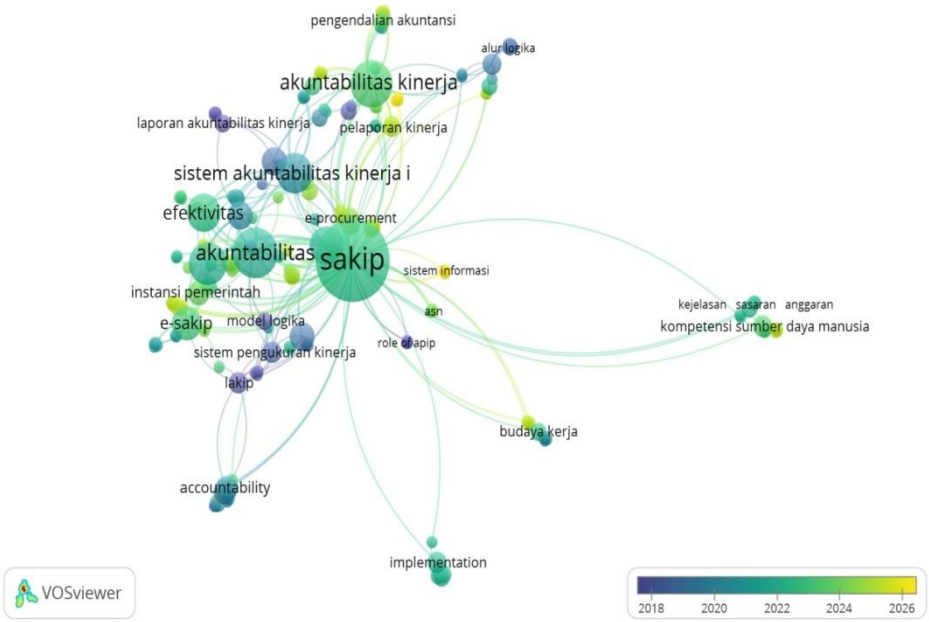
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instruments tends to examine various components simultaneously, rather than separately.

The third cluster (yellow-green) includes the keywords accounting control, performance reporting, performance accountability reports, and logical flow. This cluster represents the reporting and control dimensions within the SAKIP system, focusing on the quality of performance reports and accounting control mechanisms that support public accountability. The fourth cluster (green) on the right side of the map includes the keywords human resource competency, clarity of objectives, budget, and work culture, reflecting a study of organizational capacity factors that influence the success of SAKIP implementation.

Temporal Analysis: Overlay Visualization

Figure 4 presents an overlay visualization that integrates the temporal dimension into bibliometric network analysis. In this visualization, the node color represents the average publication year of documents containing that keyword, with a gradient from dark blue (2018 and earlier) to bright yellow-green (2024-2026).



Source: VOSviewer Analysis Results (2026)

Figure 4.*Overlay Visualization*: Temporal Trend of SAKIP Keywords

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Figure 4 shows that the keywords that dominated research in the earlier period (marked in dark blue and purple, approximately 2018-2020) included accountability, lakip, e-sakip, and logic model. This indicates that in the early phase of SAKIP research, researchers focused more on the conceptual aspects of accountability and the development of basic SAKIP instruments. Research during this period was largely descriptive and exploratory, examining the extent to which SAKIP implementation was in accordance with established regulations.

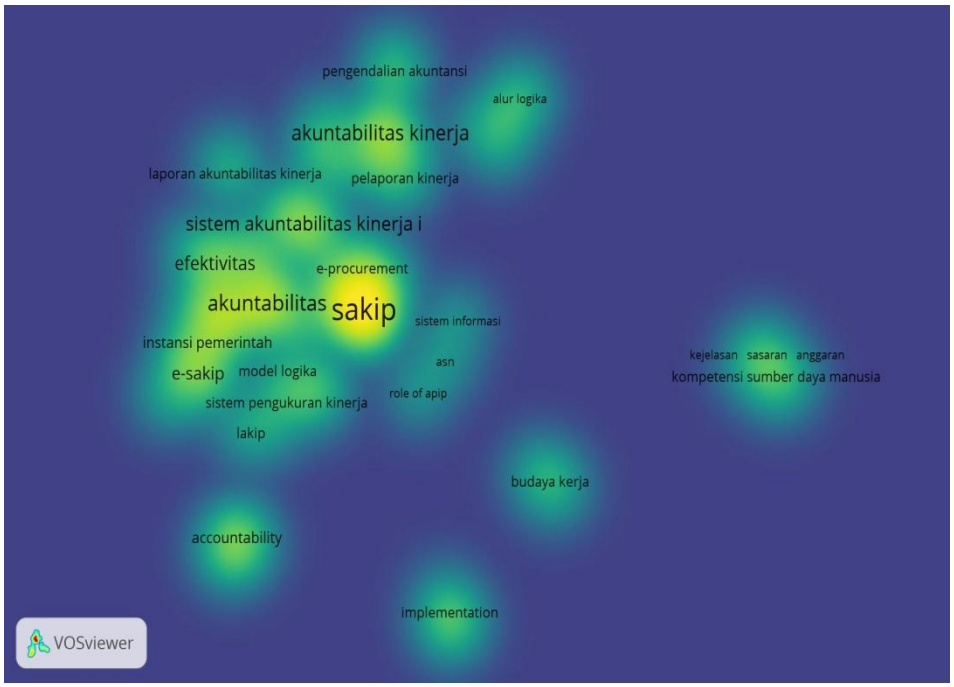
In contrast, keywords that appear in lighter colors (yellow-green, circa 2024-2026) include logical flow, accounting control, work culture, and human resource competency. The emergence of these keywords in the more recent period indicates a shift in the focus of SAKIP research toward more subtle and in-depth aspects: from technical implementation studies to studies of contextual factors and organizational capacity that determine the quality of SAKIP implementation. This trend aligns with the development of global public sector performance management literature, which increasingly recognizes the importance of organizational culture, human resource competency, and program logic in the success of performance accountability systems.

Keywords such as SAKIP, accountability, and performance accountability display transition colors (teal/green-blue, circa 2021-2023), indicating that these topics remained a consistent research focus throughout the observation period. This consistency confirms that SAKIP's core themes remain relevant as objects of study, even though the research angle continues to evolve and be updated in line with the dynamics of implementation in the field.

Density Analysis: Density Visualization

Figure 5 presents a density visualization depicting the intensity of keyword occurrences in the SAKIP research corpus. The color gradation from dark blue (low density) to bright yellow (very high density) provides an intuitive visual depiction of the concentration of academic attention in various SAKIP research sub-themes.

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Source: VOSviewer Analysis Results (2026)

Figure 5.*Density Visualization*SAKIP Keywords

The density visualization clearly shows that the hotspots in SAKIP studies are located at the sakip and accountability nodes located at the center of the map. The bright yellow area around these two nodes indicates that these two topics have the highest frequency of occurrence and are the most frequently studied by researchers. This is an expected finding, given that sakip and accountability are core concepts that underpin all studies in this field.

The second high-density area (green-yellow) includes the keywords performance accountability, government agency performance accountability system, and effectiveness. This concentration indicates that studies on the performance and effectiveness of the SAKIP system are highly popular and widely discussed topics. This can be attributed to the practical importance of these topics for researchers and practitioners seeking to understand the extent to which SAKIP has succeeded in achieving its stated goals of bureaucratic reform.

On the other hand, areas with low density (dark blue or light green) such as implementation, ASN (state civil servants), the role of APIP, and information systems indicate that these topics are relatively underexplored in the analyzed research corpus. This density gap actually presents an opportunity for researchers to develop more in-depth studies on these under-researched topics, particularly

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the role of the Government Internal Supervisory Apparatus (APIP) and the state civil servant in the context of SAKIP.

SAKIP's Future Research Agenda

Based on the findings of the bibliometric analysis above, several theoretical and practical implications can be identified. From a theoretical development perspective, it appears that SAKIP studies in Indonesia have evolved from a descriptive-implementative approach to a more critical and analytical approach. In the initial phase, research predominantly examined the extent to which government agencies had implemented SAKIP components in accordance with regulations. However, in the current phase, research has begun to explore the determinants influencing the quality of SAKIP implementation, including organizational culture, human resource competencies, and program logic.

The identification of four distinct thematic clusters indicates that SAKIP studies have evolved into a multidimensional field of research. Each cluster represents a different perspective on understanding SAKIP: the first cluster focuses on systems and technology, the second on implementation instruments, the third on reporting and control, and the fourth on human resource capacity and organizational context. The interconnectedness of these clusters indicates a strong interdependence among the various dimensions of SAKIP studies, so comprehensive research should integrate perspectives from more than one cluster.

From a research gap perspective, density and overlay analyses indicate that several topics still require greater research attention. First, the role of APIP (Government Internal Supervisory Apparatus) in strengthening SAKIP remains relatively underexplored, despite its vital role in evaluating SAKIP implementation. Second, studies on the role of ASN (State Civil Apparatus) in SAKIP implementation need to be further explored, particularly regarding how ASN commitment and capacity influence the quality of performance reporting. Third, the implementation of SAKIP at the local government level, particularly in underdeveloped regions and regions with low fiscal capacity, remains a significant research gap.

From a policy perspective, these findings underscore the importance of a holistic approach to strengthening the SAKIP, focusing not only on the technical aspects of the system but also on developing human resource competencies, strengthening a culture of accountability, and clarifying performance targets. The

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government, through the Ministry of Administrative and Bureaucratic Reform (KemenPAN-RB), needs to consider the latest research findings in the human resources and work culture clusters to design a more effective and sustainable SAKIP capacity-building program.

CONCLUSION AND RECOMMENDATION

Conclusion

This study has successfully analyzed the development of SAKIP studies in Indonesia through a bibliometric approach using 708 articles from Google Scholar published between 1999 and 2026. There are three main findings that can be concluded from this study.

First, the trend of scientific publications on SAKIP shows consistent and accelerating growth, with a significant spike occurring in the 2017-2019 period, coinciding with the intensification of the bureaucratic reform program and the development of the national journal publication ecosystem. This growth pattern indicates that SAKIP studies have become an established research field with a growing academic community.

Second, the keyword co-occurrence network analysis identified four main thematic clusters: (1) a system and technology implementation cluster centered on sakip and accountability; (2) an implementation instrument cluster encompassing e-sakip, lakip, and logic models; (3) an accounting reporting and control cluster; and (4) a human resource capacity cluster encompassing HR competencies, clarity of objectives, and work culture.

Third, temporal analysis through overlay visualization demonstrates a shift in research focus from basic technical implementation studies in the early period to a more in-depth study of contextual factors and organizational capacity in the more recent period. This shift reflects the maturity of the SAKIP field, which is increasingly moving toward a more nuanced understanding of the determinants of successful SAKIP implementation.

Based on these findings, this study recommends three things. Further research on the role of APIP and ASN in the context of SAKIP is still a significant research gap, comparative study of SAKIP implementation at various levels of government to produce more robust generalizations, and the development of an integrative research model that combines perspectives from various thematic clusters to provide a more holistic understanding of SAKIP. The findings of this

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study are expected to serve as a reference for academics, practitioners, and policymakers in developing more effective SAKIP studies and practices in Indonesia.

Recommendation

Based on the findings of this study, future research should focus on examining the role of APIP, ASN competencies, leadership commitment, and organizational culture in enhancing the effectiveness of SAKIP implementation. Comparative studies across different levels of government are also recommended to provide broader insights into performance accountability practices. In addition, the integration of digital governance and performance management systems should be further explored to support the development of more accountable and effective public sector governance in Indonesia.

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