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## A Bibliometric Analysis of School Based Management Research In Indonesia From 2010 to 2020

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# **A Bibliometric Analysis of School Based Management Research In Indonesia From 2010 to 2020**

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## **ABSTRACT**

This study aims to map scientific publications in the field of school based management visually at the global level indexed by Scopus using Bibliometric analysis. This study focused on articles of School Based Management at the international level. Research data were obtained from the Scopus database in December 2020 through the publish or perish software. All the discussions and analysis in this paper is based on 52 papers consisting of 40 papers, 7 conference papers and 3 reviews. Then the paper will be analyzed using the VOSviewer application for viewing and creating the desired Bibliometric maps. In total, 52 papers from 2010 to 2020 were identified, the highest growth occurred in 2019 with 15 papers. The most productive countries, universities by contributing authors, and authors in the field of school based management publications are Indonesia, Lampung University and A. Bandur. Most international publications on school based management are published by Journal of Educational Development which has published 7 SBM papers. The development of the keyword network in this study is to become 8 clusters and school is the keyword most frequently used or researched.

**Keywords:** School, Based Management, Bibliometric, Publish or Perish, VOSviewer

## **INTRODUCTION**

A global proliferation of public sector reforms has been witnessed in the last few decades as governments in many parts of the world grapple with rapid economic, social, political and technological changes. In general, these reforms represent a substantial shift away from the traditional bureaucratic paradigm toward a democratic paradigm. It is widely recognized that reforms in pursuit of democratization, decentralization, and accountability can improve governance quality (Kwan, P., & Li, B. Y., 2015). SBM is defined as the decentralization of authority from the central government to the school level, which identifies the individual school as the primary unit of improvement and transfers responsibility and decision-making over school operations to principals, teachers, parents, sometimes students, and other school community members. Currently, SBM is one of the key themes of Economics of Education addressed by the World Bank, thus becoming more and more implemented in both developed and developing countries (Camminatiello, I., Paletta, A., & Speziale, M. T, 2012).

School-based management (SBM) aims to introduce an autonomous school governance to reflect local needs, with direct monitoring of school activities by their stakeholders, parents and the community. Such a decentralisation effort in the context of school education includes some of the following features: decentralised revenue generation, school administration, management, teacher hiring, curriculum design (Yamauchi, F., 2014), coordinate networks

and partnerships between school and external organizations for improving educational process and outcomes, identify and solve school problems, and evaluate school policies and programs including the control of using school buildings and facilities as well as school grants (Bandur, A., 2012). There are some elements showing the characteristics of school based management, namely independence, innovation, transparency, empowerment of school resources, and community involvement. In addition, vision, missions, goals, and programs of school are formulated and conducted well. The main objective is to improve the quality of education in school optimally Bafadal, I. (Wiyono, B. & Sobri, A. Y., 2019).

In recent years, the growth of school based management papers has increased. For example, (Wan Roswita Roswita, W., 2020). Using a qualitative descriptive approach to analyze and find environmental-based Adiwiyata model designs for schools in wetlands; (Nordin A Rahman, M., Jaafar, J., Fadzil A Kadir, M., Nor Shamsuddin, S., & Iryani A Saany, S, (2018), examines information management tools for teaching and learning activities in the form of a gamification model canvas framework; (Mejia, A., & Filus, A., 2018). Tests about the effectiveness of SBM in Mexico with double resources as compared to standard resources. Rahman, B., Abdurrahman, Riswandi, & Maulina, H., (2019) researches the Green School Based Management Model as a solution to overcome the negative effects of global warming. Tasar H. (2018) discusses the implementation of school-based management in Turkey. Kimber M (2011) examines the application of democratic deficit theory to school-based management in Australia.

In this regard, we believe that it is essential to explore the research of SBM in recent years. The main aim of this paper is to identify and summarize the whole contexts of School Based Management from 2010-2020. The work will be conducted to evaluate various published document characteristics, such as journals, research topics, high-cited scholars, high-cited papers, countries, and affiliations and so on. In addition, through bibliometric methods, the inner relationships among researchers, papers, affiliations, and key words will also be shown clearly.

## **METHODOLOGY**

### **Bibliometric Analysis Method**

Bibliometrics are a set of research methods to take the Bibliometric characteristics and document system as the analysis object and provide an effective tool to carry out quantitative analysis in a specific research field. A Bibliometric review is generally used in scientific disciplines and focuses on a quantitative study of journal papers, books, or other types of written communication. The Bibliometric method will also be used in this paper for carrying out a review of school based management research.

### **Literature Screening**

This study focused on articles of School Based Management at the international level. Research data were obtained from the Scopus database in December 2020 through the publish or perish software. The whole paper screening process included two steps mainly. First, input the keyword search for articles, namely school-based management and published by journals and set the publication period from 2010 to 2020. Second, filtering the papers obtained. After screening, the remaining 52 papers from 94 papers were obtained because there were 40 papers that did not include the topic of school-based management and there were also 2

papers whose citation files were damaged. All the discussions and analysis in this paper is based on the 52 papers consisting of 40 papers, 7 conference papers and 3 reviews.

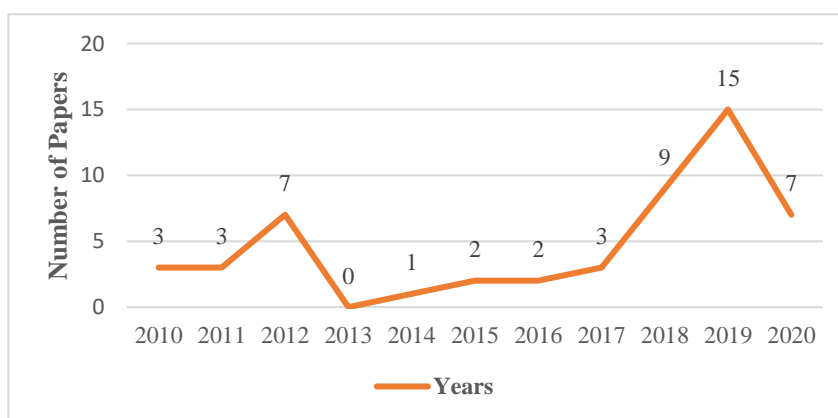
### Data Analysis

Data in the form of papers on school-based management were analyzed by year, authors and subjects were analyzed using Microsoft Excel 2010. Meanwhile, for school-based management paper data in the form of citation in \* .ris format, it will be analyzed with the VOSviewer application version 1.6.16 for viewing and creating the desired Bibliometric maps.

## RESULT AND DISCUSSION

### Main research fields

This research is a Bibliometric analysis of school-based management, so that the main focus must be on the field of education. The search for papers was carried out using the Publish or Perish application and obtained 94 papers. Because this study focuses on education in schools, then the researcher filters out from 94 papers which are not included in the topic of education in schools. So the final number of papers analyzed is 52 papers discussing school based management. The development of research growth in school-based management has fluctuated in the period 2010-2020. The following is a graph of the growth of research on school-based management obtained from the Scopus database with several filters. The Development of the number of SBM papers from 2010-2020 figure 1 as follow.



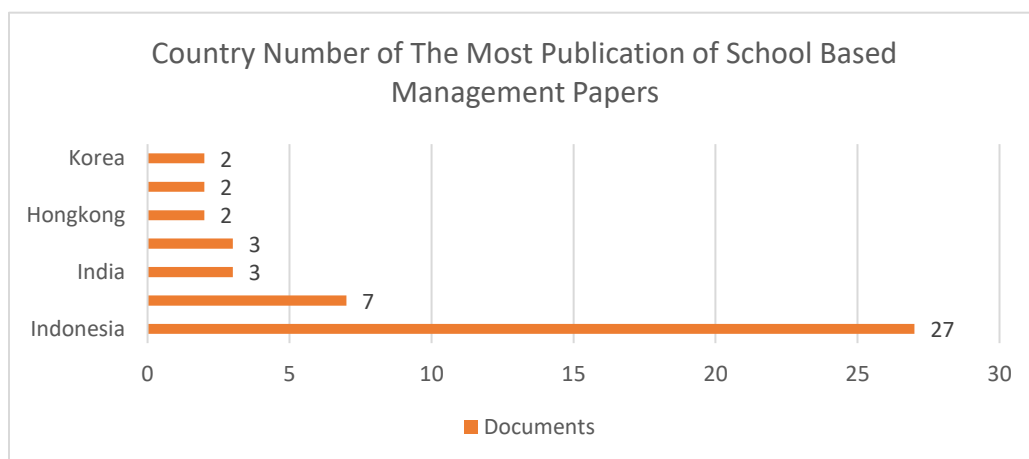
**Figure 1. The Development of the number of SBM papers from 2010-2020**

Based on the graph figure 1 above, it can be seen that research on school-based management has fluctuated and research is also very minimal. Even in 2013 there was no research at all. However, over time, from 2014-2019, there was an increase even though in 2020 it decreased again.

### Most Frequent Country Affiliation of School Based Management Publication

Although the theme of school-based management has been recognized in various parts of the world, research intensity can vary at region. Thus, it is important to demonstrate the distribution of SBM research globally through an analysis of papers published in different

regions and of course this also implies that in which countries have done a lot of this research and which countries have the least research. The following is a graph of the development of school-based management research papers from 2010-2020. The Development of the number of SBM papers by country figure 2 as follow.



**Figure 2.** Development of the number of SBM papers by country

From the graph figure 2 above, it can be seen that the most research on school-based management is in Indonesia with 27 papers followed by USA with 7 papers. In addition, India and Taiwan each contributed 3 papers. Hongkong, Israel and Korea each contributed 2 papers.

### The Most Published Journal on School Based Management

The search for papers in this study used the publish or perish application with the Scopus search feature. The keyword in his search was school-based management and the name of the publication was journal. From this search, obtained 94 papers, then filtered back into 52 papers. Below are the most published journals on school based management. The journal with the most published papers table 1 as follow.

**Table 1.** The journal with the most published papers

| Journal  | Covered by scopus | Subject Area   | SJR 2019 | H Index | Quartile in Category | Number of Papers |
|--|-------------------|--|----------|---------|----------------------|------------------|
| International Journal of Educational Development | 1981-2020         | Social Sciences, Development, Education, Sociology and Political Science | 0,9      | 53      | Q1                   | 7                |
| Journal of Physics:                              | 2005-2020         | Physics and Astronomy<br>Physics and Astronomy (miscellaneous).          | 0,23     | 70      | Q3                   | 6                |

|  |           |   |      |    |    |   |
|--|-----------|---|------|----|----|---|
| Conference Series                                |           |   |      |    |    |   |
| International Journal of Innovation and Learning | 2005-2020 | Business, Management and Accounting Management of Technology and Innovation, Social Sciences, Education | 0,22 | 26 | Q3 | 5 |
| Journal of Educational Administration            | 1963-2020 | Social Sciences, Education, Public Administration   | 0,95 | 55 | Q1 | 5 |
| Journal of Development Effectiveness             | 2009-2020 | Social Sciences, Development, Geography, Planning and Development                                       | 0,81 | 21 | Q1 | 3 |
| Turkish Online Journal of Educational Technology | 2008-2017 | Social Sciences, Education, E-learning  | 0,13 | 31 | Q4 | 3 |

From the table 1 above, it can be seen that the journal with the most publications on school-based management is the International Journal of Educational Development with 7 papers. That journal is part of the Elsevier and is included in the Q1 journal based on the ranking from Scimagojr.

### Main Affiliations in School Based Management Research

From the table 2 below, it is clear that in the last decade, there were universities that contributed the most to school-based management papers including 11 authors from the Lampung University (e.g., Rahman, Abdurrahman and Maulina), 7 authors from Malang State University (e.g., Wiyono, Bafadal ), 7 authors from Semarang State University (e.g., Erlangga) and 7 authors from Yogyakarta State University (e.g., Kusumawati, Subali). In addition, Syiah Kuala University, University of Sultan Zainal Abidin, and Ewha Womans University each contributed four researches. National Taiwan University of Science and Technology, Muhammadiyah University Prof. DR. HAMKA, Ganesha University of Education each contributed three researches. The Main affiliations in SBM research Main affiliations in SBM research table 2 as follow.

**Table 2.** Main affiliations in SBM research

| No | Author Affiliation        | Number of Authors | Country   |
|----|---------------------------|-------------------|-----------|
| 1  | Lampung University        | 11                | Indonesia |
| 2  | Malang State University   | 7                 | Indonesia |
| 2  | Semarang State University | 7                 | Indonesia |

|   |  |   |             |
|---|--|---|-------------|
| 2 | Yogyakarta State University                          | 7 | Indonesia   |
| 3 | Syiah Kuala University                               | 4 | Indonesia   |
| 3 | University of Sultan Zainal Abidin                   | 4 | Malaysia    |
| 3 | Ewha Womans University                               | 4 | South Korea |
| 4 | National Taiwan University of Science and Technology | 3 | China       |
| 4 | Muhammadiyah University Prof. DR. HAMKA              | 3 | Indonesia   |
| 4 | Ganesha University of Education                      | 3 | Indonesia   |

Note: (less than 3 authors are not listed)

The Most Frequent Institution Affiliation of SBM Publication table 3 as follow.

**Table 3.** Most Frequent Institution Affiliation

| No | Author Affiliation                | Number of Papers | Country   |
|----|-----------------------------------|------------------|-----------|
| 1  | Lampung University                | 3                | Indonesia |
| 2  | Malang State University           | 2                | Indonesia |
| 2  | Semarang State University         | 2                | Indonesia |
| 2  | Indonesia University of Education | 2                | Indonesia |
| 2  | BINUS University                  | 2                | Indonesia |
| 2  | St Pauls College of Education     | 2                | Indonesia |

Note: (less than 2 papers are not listed)

Based on table 3 above, it can be seen that the university that publishes the most papers on school-based management and indexed by Scopus is Lampung University, with the publication of 3 papers, followed by Malang State University, Semarang State University, Indonesia University of Education, BINUS University, St Pauls College of Education, they each published 2 papers. In essence, we see that the development of papers on school based management is dominated by Indonesia.

### The Most Productive Authors

For this analysis, the minimum number of papers published of an author was set at two. Through VOSviewer analysis, it can be seen that there are 3 most productive authors in writing school-based management papers including Agustinus Bandur with 3 papers, then followed by B. Rahman and C. Lee with two Papers. The Most Productive Authors of SBM Publication table 4 as follow.

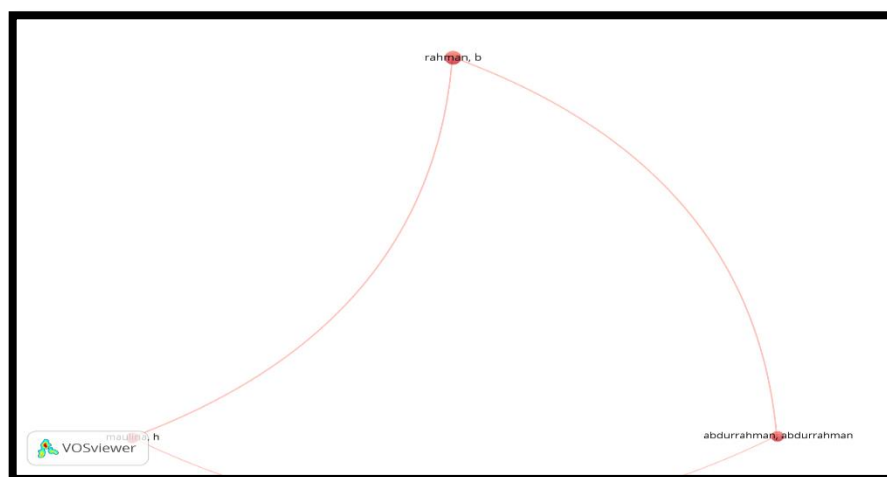
**Table 4.** Most Productive Authors of SBM Publication

| No | Authors          | Documents |
|----|------------------|-----------|
| 1  | Agustinus Bandur | 3         |
| 2  | B. Rahman        | 2         |
| 3  | C. Lee           | 2         |

Agustinus Bandur as the author with the most publications in the field of School Based Management is a lecturer and researcher at Bina Nusantara University. He wrote 3 papers but 2 papers are from St Paul College of Education.

### Author Collaboration Network

There were a collaborative pattern of one group of researchers in the school based management publication as shown in Fig. .The red cluster contains Rahman, B., Abdurrahman, A., and Maulina, H. We can know that the three authors are interconnected from the same affiliation, Education Faculty of Lampung University, Lampung, Indonesia. The Author Collaboration Network figure 3 as follow.



**Figure 3.** Author Collaboration Network

### Highly Cited Papers in School Based Management

The table 5 below shows the 7 papers with the highest number of cited in this decade on school based management research. This analysis was carried out with a minimum citations of 9. The top 7 highly cited SBM papers from 2010-2020 table 4 as follow.

**Table 5.** Top 7 highly cited SBM papers from 2010-2020

| No | Title  | Author                                      | Journal                      | Year | TC | AC/Y |
|----|--|---|------------------------------|------|----|------|
| 1  | The effectiveness of a web-based resource in improving postconcussion management in high schools | Glang, A.E., Koester, M.C., Chesnutt, J.C., | Journal of Adolescent Health | 2015 | 27 | 5.4  |



|   |  |   |  |      |    |      |
|---|--|---|--|------|----|------|
| 2 | The democratic deficit and school-based management in Australia  | Kimber, M., Ehrich, L.C.                    | Journal of Educational Administration            | 2011 | 24 | 2.67 |
| 3 | School-based management developments: Challenges and impacts   | Bandur, A.                                  | Journal of Educational Administration            | 2012 | 18 | 2.25 |
| 4 | A process-based knowledge management system for schools: A case study in Taiwan                                    | Lee, C.-L., Lu, H.-P., Yang, C., Hou, H.-T. | Turkish Online Journal of Educational Technology | 2010 | 18 | 1.8  |
| 5 | School-based management developments and partnership: Evidence from Indonesia                                      | Bandur, A.                                  | International Journal of Educational Development | 2012 | 14 | 1.75 |
| 6 | School-based management: Arab education system in Israel   | Arar, K., Abu-Romi, A.                      | Journal of Educational Administration            | 2016 | 10 | 2.5  |
| 7 | Why do some school-based management reforms survive while others are reversed? The cases of Honduras and Guatemala | Ganimian, A.J.                              | International Journal of Educational Development | 2016 | 9  | 2.25 |

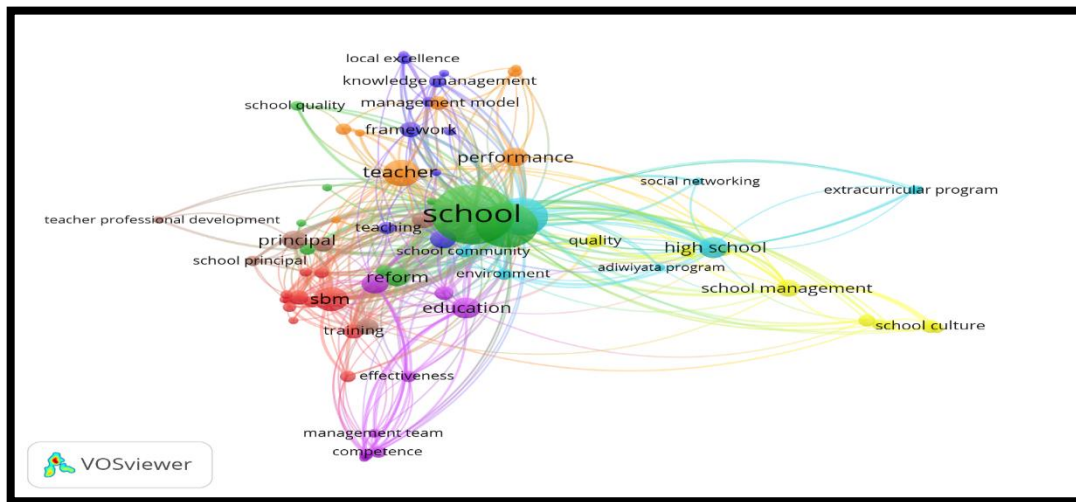
Note: TC: total citations; AC/Y: average annual citations since publication.

From the table 5 above, it can be seen that the highest cited SBM paper is entitled ‘The effectiveness of a web-based resource in improving postconcussion management in high schools’ authored by Glang, A.E., Koester, M.C., Chesnutt, J.C., published in Journal of Adolescent Health in 2015, with 27 citations and average annual citations is 5.4, This paper discusses the management of concussions in the scope of schools because it is based on the

many cases of concussions that occur during school sports events. The second highly cited article was ‘The democratic deficit and school-based management in Australia’ authored by Kimber, M., Ehrich, L.C., published in Journal of Educational Administration in 2011, with 24 citations and average annual citations is 2.67. This paper examines the application of democratic deficit theory to school-based management in Australia and it is found that the democratic principles underlying Australian public schools are being eroded by managerial and market practices. The third highly cited papers is ‘School-based management developments: Challenges and impacts’ authored by Bandur, A, published in Journal of Educational Administration in 2012, with 18 citations and average annual citations is 2.25. In this paper, it was found that the transfer of power and authority to the school level has created several changes in schools, including cultural changes in schools, and increased school community participation.

### Visualization topic area using VOSviewer

The papers obtained were analyzed using VOSviewer by setting the minimum number of relationships into 3 terms and 72 out 115 items were filtered. After being analyzed the result is that there are 8 clusters (red, green, dark blue, yellow, purple, cyan, orange and brown) where it shows the relationship of a topic to another topic. The analysis result from VOSviewer is a bibliometric map display in 3 different visualizations, including network visualization, overlay visualization and density visualization. Keyword were labeled with colored circles. The circle size of the results of the vosviewer analysis correlated positively with the processed title and abstract. Therefore, the size of the letters and circles is determined based on the frequency of occurrences. The more often keywords appears, the greater the size of the letters and circles. The Network Visualization in the figure 4 as follow.



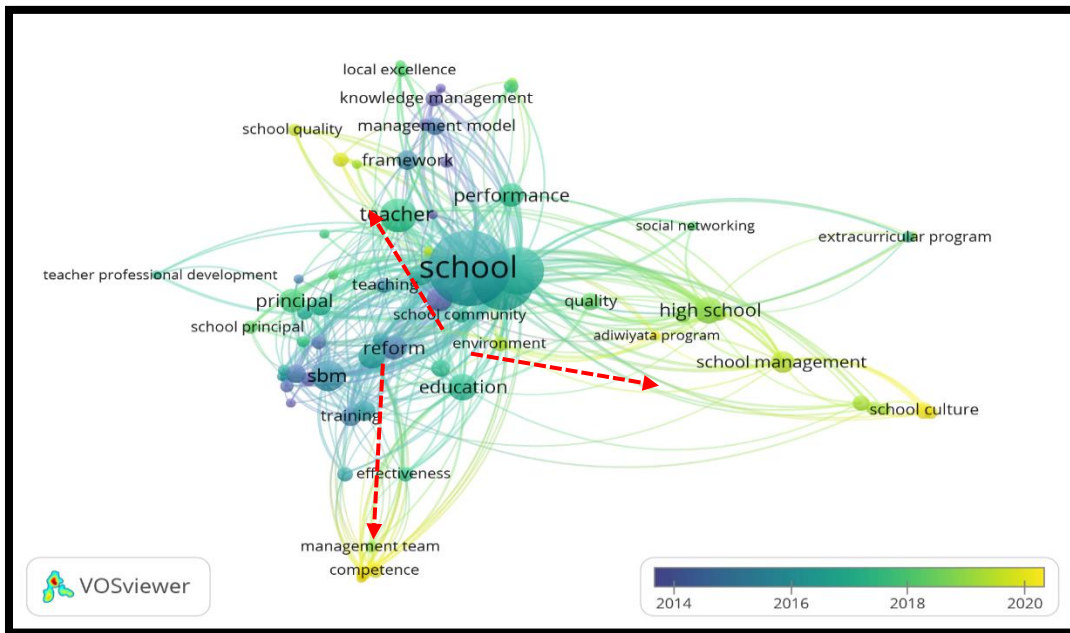
**Figure 4 .** Network visualization map of high frequency keywords

The figure 4 above shows that the bibliometric analysis process of school-based management this time is divided into 8 clusters (red, green, dark blue, yellow, purple, cyan, orange and brown). In the figure also visualizes the interrelationship between keywords so

that it can help to understand and reflect the school-based management journal for ten years. The cluster division is as follows and only the most keywords appear in the figure.

1. SBM (red). In this cluster, we can find school based management themes. This cluster was related by the keywords sbm and training.
2. School (green). This cluster dominated by the keywords school, reform and school quality.
3. Student (dark blue). This cluster dominated by the keywords student, framework, knowledge management, local excellence, and teaching.
4. School management (yellow). This cluster dominated by the keywords school management, school culture, and quality.
5. Education (purple). This cluster dominated by the keywords education, effectiveness, management team, and competence.
6. High school (cyan). This cluster dominated by the keywords high school, school community, social networking, environment, extracullicular program, and adiwiyata program.
7. Teacher (orange). This cluster dominated by the keywords teacher, management model and performance.
8. Principal (brown). This cluster dominated by the keywords principal, school pincipal, and teacher professional development.

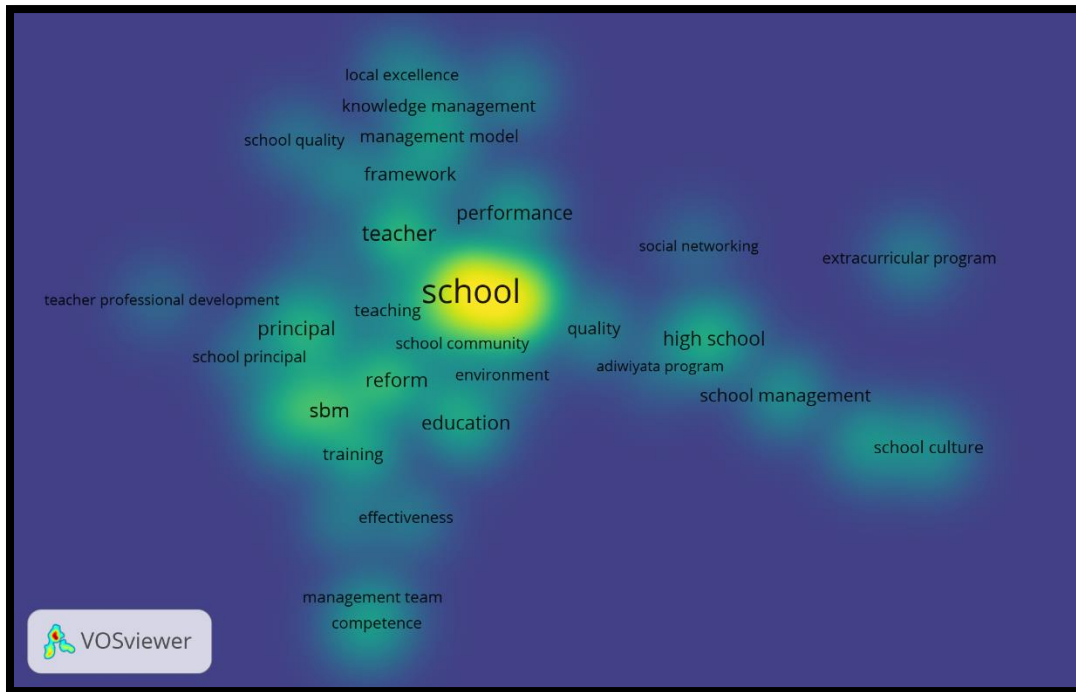
The Overlay Vizualitation in the figure 5 as follow.



**Figure 5 .** Overlay visualization map of high frequency keywords

The figure 5 above shows the time the various keywords occurred. The time indicator is located on the bottom right, the darker the color of the circle indicates that the keyword has been highlighted before. The three red dotted red lines show the high-frequency keywords evolution process in the past years. For example, the circle color of the school community is dark blue, following the color references in the bottom right corner of the figure, we can

know that school community keyword happened in about 2014, which indicates that the research was focused on that topic at that time. Similarly, the highlighted keywords such as competence, school quality, adiwiyata program, and school culture happened in about 2020, which suggests that there is a new direction of focus on school-based management research. The Density Visualization in the figure 6 as follow.



**Figure 6.** Overlay visualization map of high frequency keywords

The figure 6 above shows the depth of the research. It is indicated by the darker the color that appears, it can be said that there are many researches on these keywords. For example, from the figure above, it can be seen that the school keywords have a thick color and that indicates that there have been many studies using these keywords.

## CONCLUSION

This paper basically discusses the development of school-based management papers published from 2010-2020 and analyzes the Bibliometric results of 52 papers that have been processed in the VOSviewer application. The highest growth of SBM papers indexed by Scopus in 2010-2020 occurred in 2019 with 15 papers. Most international publications on school based management are published by the International Journal of Educational Development. Meanwhile, the country that published the most papers was Indonesia with 27 papers and the university with the highest number of authors is also from Indonesia, namely Lampung University with 11 authors. Agustinus Bandur is the author of most papers in school based management with 3 papers. He is a lecturer and researcher at Bina Nusantara University. In this study, there are three authors who collaborate with each other in making

an article of school based management including Rahman, B., Abdurrahman, A., and Maulina. The highest cited SBM paper is entitled “The effectiveness of a web based resource in improving post concussion management in high schools” authored by Ann E. Glang, M. C. Koester, J. C. Chesnutt, published in *Journal of Adolescent Health* in 2015, with 27 citations and average annual citations is 5.4. The development of the keyword network in this study is to become 8 clusters and school is the keyword most frequently used or researched.

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