



The Trends In Educational Management Research And Its Implications To Higher Education: A Bibliometric Analysis

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ABSTRACT: A research in management of a higher education field has a significant benefit in optimizing the quality of education. The aims of this research are to explain the trends in publication research on management of higher education and its implication to the next developmental researches. This research uses bibliometric analysis method with the data from the most frequently accessed index, *Google Scholar database*. The Data are collected from the available publications in *Google scholar* by searching the keywords on management, educational management, and management of higher education through the titles, the abstracts, as well as the keywords using the publish and perish software. The finding from the research mapping indicates that researchers tend to team up collectively in their institution. The majority of management researches in higher education is still dominated by researchers who adopt the function of educational management as the scientific sources in developing the management of higher education. The researchers recommend conducting a number of joint researches between institutions and cross countries to enrich scientific integration and propose some considerations to the policy makers for setting up a more efficient and comprehensive management policy of the higher education.

Keywords: Research Trends, Educational , Educational Management, Higher Education



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INTRODUCTION

Educational management research in journal publication has been conducted since 1959. The data can be seen at the Google Scholar. Currently, the upcoming and existence of educational management can be stated as the innovative and dynamic effort to the human civilization development (Daryono, et al, 2021; 2021 Daryono, 2021a, 2021b; Rabiah, 2019; Winarsih, 2017). Educational management has a significant impact on the economic growth of a nation (Rohini & Pentang, 2023). The higher education paradigm is not only limited to the scientific converted role but also to the improved ability forming the characters and the dignity of any civilized country and develop student's potential in order to devout to God. Education in higher education has affected the national economic growth (Marbun et al., 2020; Rabiah, 2019). Increasing the quality of people requires both a proper system and a good relationship due to the fact that it is in line with the roles

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in enhancing the quality of people and education. Therefore, to ensure the quality of a higher education, the stakeholders in schools and society should work hand in hand. Both parties are interrelated to help set up a systematic and measurable standard of a management quality. Management quality in higher education can be stated as an effort to manage educational sources with the focus on the human capital in doing some tasks diligently and to participate in improving the implementation of its tasks. Thus, the expected result can be in line with and even beyond its expectation (Brammer & Clark, 2020; Camilleri, 2021; Ekundayo & Ajayi, 2009; Fukuyama, 2018; Nouri, 2019; Rabiah, 2019).

Management of higher education as the process of arrangement and utilization of the resources existing in any organization should be referred to as a synergy among human resources to achieve the effective and efficient objectives of the organization. Through the proper management implementation, higher education is able to make planning, organizing, directing, and controlling of job program (Musyarrofah, 2018; Rabiah, 2019). Some alternatives have been conducted and developed, starting from the management of higher education approach in improving the quality, setting up the policy, as well as collaborating and cooperating among institution and countries to get innovative result (Afkarina, 2018; Ali & Shastri, 2010; Daryono, 2021a; Rabiah, 2019; Winarsih, 2017). Researcher gives two aspects of recommendation that can be developed: the first is the performance aspect and the second is the quality aspect. The perspective of management performance gives direction to reply questions from existing problems in higher education externally and internally. It should also be considered as an effort to evaluate systemic description and to review the human resource performance. In addition, it serves as feedback for all lecturers and staff in order to reduce performance degradation or re-working optimally. Thus, the higher education assures the quality itself.

The progress of the management researches in higher education in the developing countries is to cope with the dynamic changes in a social and cultural context in its community and society. The systematic analysis to the developmental research in management of higher education shows the integration pattern with local wisdom (Ali & Shastri, 2010; Barkhuizen & Schutte, 2014; Beneke et al., 2011; Ekundayo & Ajayi, 2009; Marbun et al., 2020). On the other hand, researches of educational management in some countries, such as in Dutch (Beneke et al., 2010; Iivari et al., 2020; Matthews & Wrigley, 2017) show integration of educational management with economic business, Japan (Beneke et al., 2011; Marbun et al., 2020) promotes work-related skills in its educational management, while Malaysia (Kasim, 2016; Syariah et al., 2016) employs learning applications to reflect its educational management. However, further and thorough researches focusing on the management of higher education are still required.

The development of research management of higher education is signified with the findings of some researches in educational management. The indicators can be seen from the use of higher education as the setting of the researches. Therefore, mapping the trends in educational management researches that focus on higher education not only in Indonesia but also in other developing countries should be considered an ongoing process. The vast opportunity of researches in management of higher education can be deemed as an effort to develop its research in management of higher education. A number of researchers exploring the concepts from western

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countries are in existence as well. Nevertheless, it is not relevant to the higher education in each institution. This finding is expected to explain the landscape of the research management of higher education and is hoped that the joint researches can collaboratively take place all over the worlds, with researchers of diverse cultural background, from which the uniqueness can add nuances to a more improved and developed management of higher education.

This research is conducted by using bibliometric analysis to find out the trends in management of higher education researches in implementing and developing quality of higher education. This research explores the developmental research trends of management in higher education around the world and their implications to the development of the higher education management in general, and specifically to the management of higher education in the home country. In addition, this research explores some factors impacting the published researches in management field of higher education, and the trends in developing and implementing the model and the technique through the analysis of diction choices used in economic researches.

The opportunity of the research in management of higher education in the world exists because of there are various social system not only the tribes/ethnic but also the culture in every social class of a society. The diversity has impacted the customs, norms, values, as well as personal and group characters. Moreover, there are researchers trying to explore theories from management of higher education which are probably not relevant with the characters and the culture in every higher education. This research finding is expected to explain the landscape of the research for management of higher education and a prospect for joint researches among researchers all over the worlds. Furthermore, it bears purposes for the results of the researches in higher education management to be accessible by anyone interested in similar research field, to be adopted and adapted to the needs of the management in higher education.

METHOD

This research used bibliometric analysis in which *Google scholar* with the articles about the growing trends of higher education management accessed to collect information. As a search engine, *Google scholar* has innumerable researches and articles composed by academicians, practitioners, and researchers of different fields. Data collection could be taken through sorting publications by using keywords such as management, educational management, management of higher education with the title and abstract published here, as well as the use of publish or perish software. This information was presented in the form of annual publications in total. Microsoft excel presented manuscripts on management of higher education development and research management of higher education, that includes the writers, the researchers' background and the topics. Software Vos Viewer was used to analyze the publication trends in lieu of the economic research development.

RESULT AND DISCUSSION

The publication source in this bibliometric research uses Google Scholar database which was accessed on June 14, 2022. Google Scholar database is chosen since the majority of publications especially those bearing the theme on management of higher education is easily located here. In addition, the searching for the research publication through the use of software hazing's publish or perish under the keywords such as management, educational management, management of higher education contextually in management in higher education is also conducted. The following is the annual research result as seen in table 1.

Table 1 The total distribution research in management of higher education based on Google Scholar database annually

No	Year	Article	Percentage
1	1959	1	0.12
2	1978	1	0.12
3	1983	1	0.12
4	1984	1	0.12
5	1985	1	0.12
6	1987	1	0.12
7	1989	1	0.12
8	1990	1	0.12
9	1991	4	0.50
10	1992	2	0.25
11	1993	2	0.25
12	1995	2	0.25
13	1996	4	0.50
14	1997	6	0.75
15	1998	7	0.87
16	1999	4	0.50
17	2000	7	0.87
18	2001	6	0.75
19	2002	6	0.75
20	2003	10	1.25
21	2004	19	2.37
22	2005	6	0.75
23	2006	7	0.87
24	2007	16	2.00
25	2008	14	1.75
26	2009	16	2.00
27	2010	18	2.24
28	2011	26	3.24
29	2012	34	4.24
30	2013	27	3.37

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31	2014	55	6.86
32	2015	44	5.49
33	2016	43	5.36
34	2017	58	7.23
35	2018	55	6.86
36	2019	85	1,60
37	2020	89	1,10
38	2021	87	1,85
39	2022	35	4.36
Total		802	100

Table 1 indicates, from 1959 until 2022, there were 802 articles and publication as the result of the researches on educational management spread in a number of scientific journals shown in the database. The distribution of researches in 802 journals, showing the most articles published can be seen in Figure 1 in 2020, amounting to 82 articles. This is the year with the most articles published, where 11% from the total articles distribution is detected. Nevertheless, there had been a slight decrease in the number of publications from 2020 until 2022.

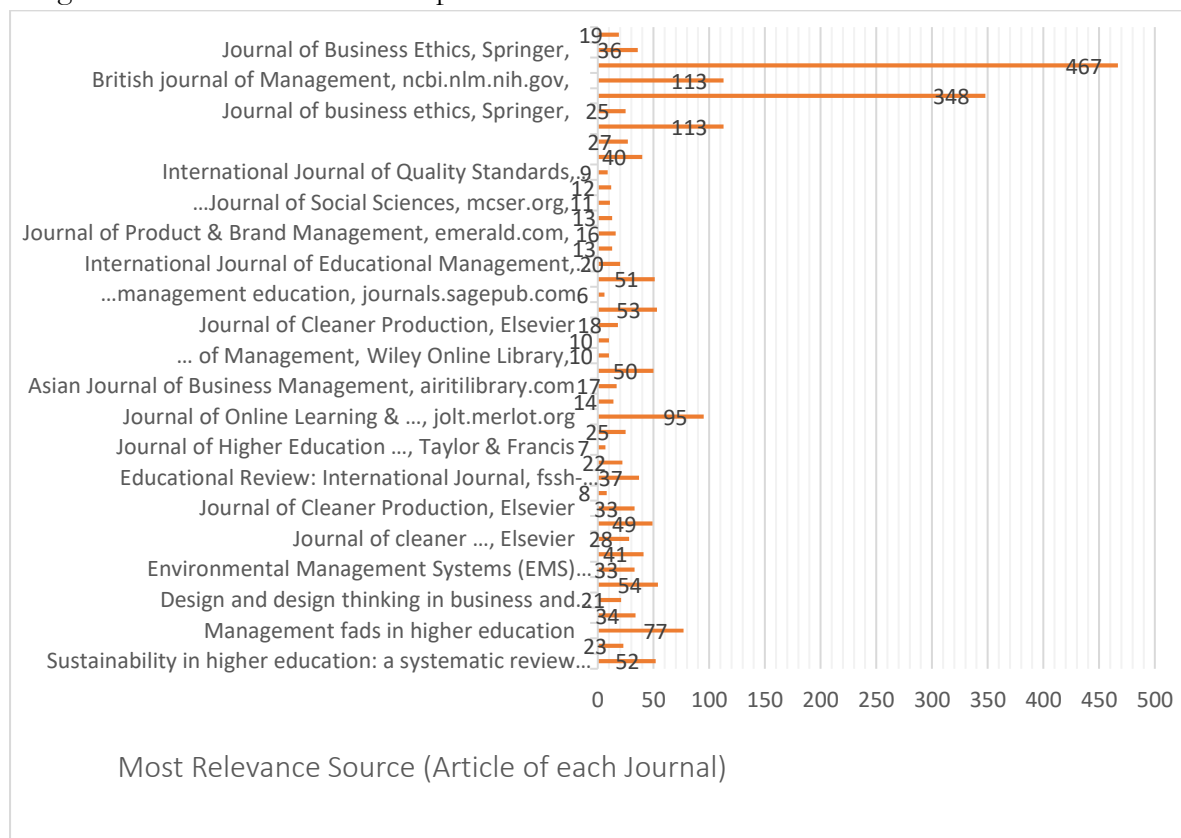


Figure 1: the document of research distribution in management of higher education taken form different sources

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Based on the data in Figure 1, it can be seen that the *Journal of Risk and Financial Management* ranks the highest for the research publication in educational management, with each journal comprises 89 articles. The number indicates the research publication result in inter-disciplinary management of higher education. The inter-disciplinary domains in educational management include the management itself, the educational management, and the management of/in higher education as research.

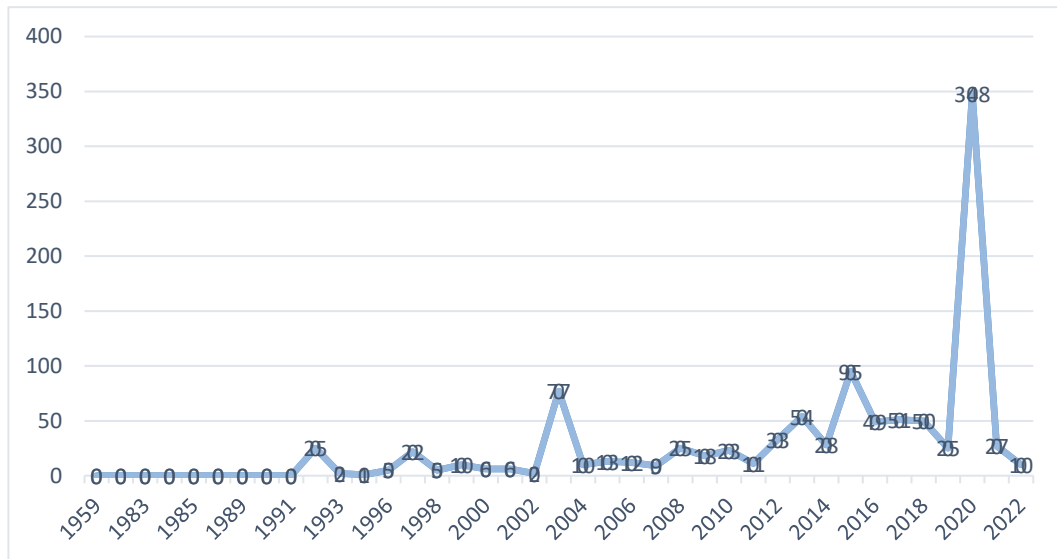


Figure 2 the article citations on average

The impact of media source measurement is based on the total of citations gained from journal or article, and also the H-Index of scientific journal. This part explains the average number of citations from the articles published annually and the H-index of scientific journal published. Figure number 2 shows the average number of article citations every year that relate to all scientific publication issued in one year. Based on figure number 2, it can be seen that the average range of the highest citation in 2020 increased to 348 citations for each article, meanwhile the lowest range is in 1985 with only 0,05 citation. It can be understood because there are too many articles in a year so the possibility for citation to be used is still low. From figure 3, it can be seen that the impact to the published articles in 42 journals indicated the highest citation, calculated from 1959 to 2022.



Figure 3 The average H-index Article citation

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From figure 3, it is shown that the *Journal of Higher Education* has the highest impact by gaining H-index of 183, then followed by the *Journal of Risk and Financial Management* by gaining H-index of 116. The limitation of the factor impact is based only on journal publication since the access to other source like proceeding and repository are without the H-index. To find out the trends of variables and keywords shown and analyzed by researchers on management of higher education through the use of software *VosViewer* can be seen as follows:

Table 2 The most keywords used by the researchers on management of higher education

No	Keywords	Group	Frequent	Percentage
1	Higher Education	48	299	24
2	Responsible Management Education	23	84	11
3	Education System	23	43	7
4	Learning	38	97	12
5	Total Quality Management	18	66	8
6	Higher Education Institutions	37	145	15
7	Education Program	32	78	10
8	Case Study	18	31	4
9	Integration	16	26	3
10	Institution	27	70	9
11	University	32	82	11

The results from table 2 describe some keywords mostly used by the researcher on management of higher education. The keyword of *Higher Education* is used 48 times while *Learning* is used 38 times. The next is the keyword of *Higher Education Institution* used 37 times and *Education Program* used 32 times, while keyword *University* is used 32 times. Furthermore, the keyword *Institutions* is used 27 times. The findings of the terminologies such as *Higher Education*, *Higher Education Institutions*, *Learning*, *Education Program*, *University*, and *Institutions in the research of management of higher education* show the integration study in relation to the research management on higher education.

As for figure 4, a *tree map* of research documents on higher education management is shown

Higher Education	Education System	Responsible Management Education	Case Study
	Education Program		Integration
			Total Quality Management



Figure 4: The tree map of the document Higher Education Management

Figure 4 shows the *Tree Map* based on the frequency of the used keywords in the researches on management of higher education. Here, it can be concluded that the terminology of *Higher Education* and *Learning* dominate the research of management of higher education. It also shows that the research from management of higher education leads to the keywords of Higher Education and that the word *Learning* is derived from popular researches found in *Google Scholar*. Although the keyword is most frequently used, not all the concepts from the research management of higher education is appropriate and suitable with the characteristics of Indonesian people (Fathema et al., 2015; Mochamad Bayu Firmansyah et al., 2022; Flavin, 2017; Matthews & Wrigley, 2017; Musyarrofah, 2018; Rabiah, 2019; Steggle, 2013; Van Eekelen et al., 2005; Zamroni et al., 2022).

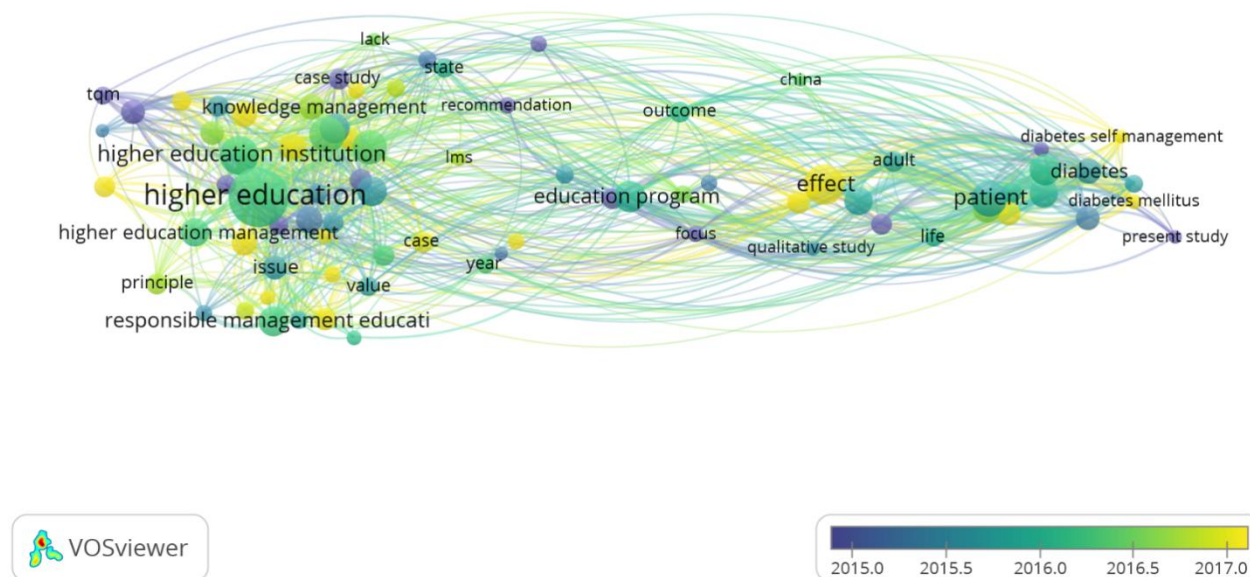


Figure 5: Supporting words map research in Management of higher education

Figure 5 presents the relationship among the visualization keywords which are used by researchers on management of higher education. Based on figure 5, it is known that researches from

educational management previously shown, is conducted not only for the purposes of personal endeavour but also serves as community researches. Studies in higher education and learning are broad, so are the terminology and the analysis with rational approach leading to the keywords of Higher Education and Learning as seen on the left side of the map and the rational approach leading to the keywords of Effect, Education, Intervention, and Patient in right side of the map. The terminology that matched educational management is an integration theory and an effort to explore such studies. It is also kind of an effort to confirm that a research of educational management with integration theory and its variable is still considered a common research model in educational management.

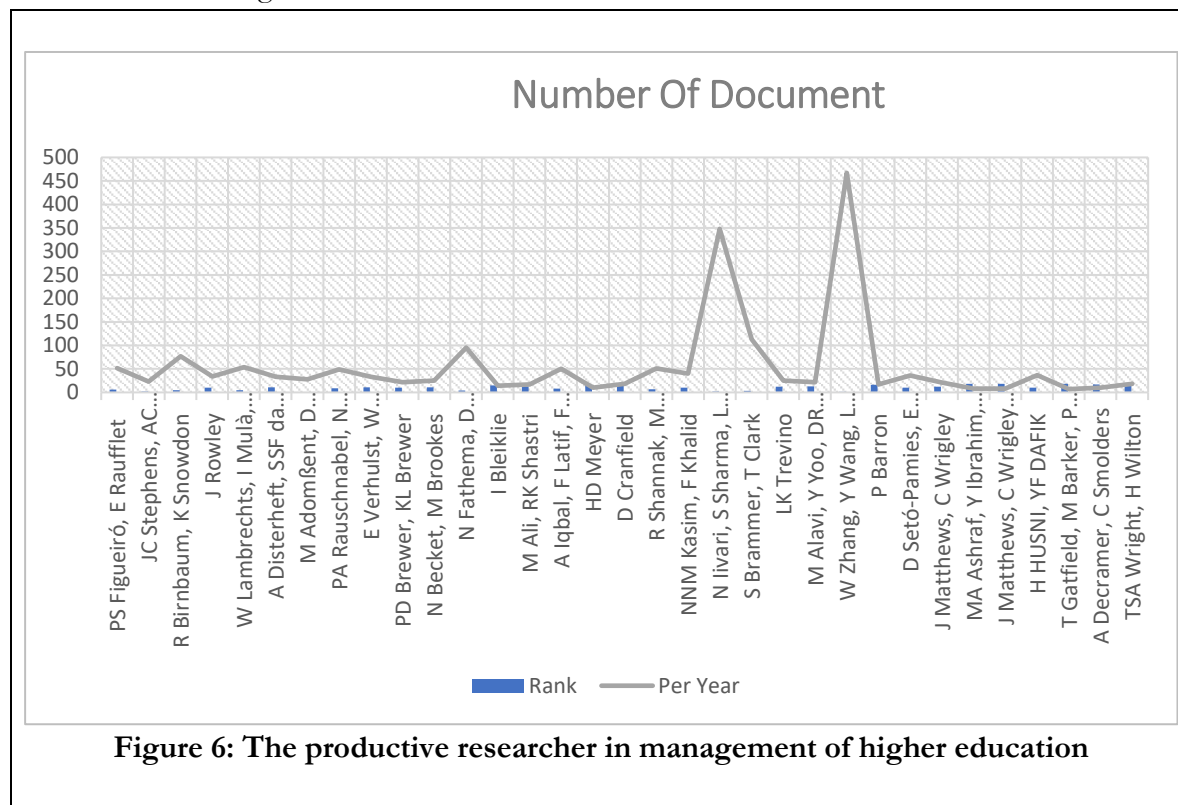


Figure 6: The productive researcher in management of higher education

The network of researchers and its productivity. In order to find out the connection between researchers in developing some comprehensive researches on the management of higher education and the representation of the characters, a mapping for a connection and productivity among researchers was presented. Figure 6 reveals that 33 researchers have shown the most impact in the research on the management of higher education.

Based on figure 6, it can also be concluded that a research on the management of higher education links one another indirectly and shows the researchers' productivity every year. There are 33 researchers coming from a number of countries, thus, there will be a possibility to work on some kinds of collaborative or joint researches. Furthermore, figure 6 added the total of productive researchers who conduct researches. This strengthens a positive indicator any researchers' plans for conducting related researches on management of higher education to take place, simultaneously it gives an impact to other disciplines to develop researches on management of higher education.

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The bibliometric analysis result in this research highlights the keywords of *Higher Education* and *Learning* mostly used by researchers, respectively 48 and 38 citation every year. Following is a keyword of *Higher Education Institutions* used 37 times, then *Education Program* 32 times and *University* 32 times. In addition, the keyword *Institutions is detected* 27 times. Moreover, the key terminologies such as *Higher Education*, *Higher Education Institutions*, *Learning*, *Education Program*, *University*, and *Institutions* in the research management of higher education show that there is an integrated study with a research in management of higher education. It means that a research on management of higher education using the keywords *Higher Education* and *Learning* are then developed into the topics for management researches on higher education highlighted in in the years from 1959 up to 2022. The highlighted rational approach to the use of keywords of *Higher Education* and *Learning* is shown on the left side of the map, while the rational approach of the use of keywords like Effect, Education, Intervention, dan Patient are on the right side. The keywords of *Higher Education* and *Learning* can be developed for further researches in other fields, be it educational management, management of higher education, and higher education (Ekundayo & Ajayi, 2009; Mochamad Bayu Firmansyah & Suwadi, 2021; Mahfuzhah & Anshari, 2018; Matthews & Wrigley, 2017; Sulfemi, 2019; Uly Muzakir, 2013).

This research shows that a research on management of higher education develops in line with the utility and integration of the applied science. The development of research in management of higher education leads to the development of management of higher education principles, strengthening the quality of institution management, the quality of higher education implementation, the educational management, and the empirical analysis integration to the implementation of educational management of higher education (Barkhuizen & Schutte, 2014; Ekundayo & Ajayi, 2009; Mochamad Bayu Firmansyah, 2018; Matthews & Wrigley, 2017; Mtebe, 2015; Nouri, 2019). The empirical analysis to the problems related to management, educational management, and management of higher education need to be re-conducted in order to gain a number of solution to the existing problems (Ali & Shastri, 2010; Musyarrofah, 2018; Rabiah, 2019). Hence, the trends of researches on management of higher education gradually develops as the problems related to the local wisdom of higher education continues to recur. It focuses not only focus on management science of higher education but also on the proper management, human resource management and the management strategy to increase the quality of infrastructure. It has to be understood that in order for the research in management of higher education to progress, researches should not be limited only to certain researchers but this should be conducted by practitioners as well as teachers interested in working on similar research topics.

In line with the aforementioned analyses, the adaptation and elaboration on these typical research are needed, to enhance the quality of higher education management leading to the improvement of the quality and service. Thus, the management of higher education and the integration of management of higher education should help improve the quality and the service of higher education in social and environment context. (Ali & Shastri, 2010; Howell-Moroney, 2014; Marbun et al., 2020) Management of higher education as a part of educational management is constructed based on the educational management function (Daryono et al., 2021; Daryono, 2021a, 2021b; Musyarrofah, 2018; Rabiah, 2019): planning, organizing, directing, and controlling.

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A research (Ali & Shastri, 2010; Camilleri, 2021; Mochammad Bayu Firmansyah et al., 2020; Marbun et al., 2020; Rabiah, 2019; Winarsih, 2017) shows that the construction and function of management of higher education are directed to the improvement and enhancement of qualified human resources, the quality of higher education, the higher education promotion, and the learning management. The alternative for human resource enhancement can be achieved through some steps (Ekundayo & Ajayi, 2009; Fukuda, 2020), among others are (a) finance: this has a connection with the income gained by the higher education management which will surely affects their performance and the uplifting quality of human resource (b) infrastructure, it connects with the facilities provided during the working and learning process, (c) welfare, this refers to the salary earned by lecturers and staff who operates the higher education system, (d) synergy, it deals with the work area for the enhancement of work systems, as a result of correct input, process and output, (e) service for students in university, that is, how to boost a good administration system, how to nurture a closer relationship between the leader of higher education and the students, and how to bridge a smooth communication among everyone working and studying under the same institution.

The quality of higher education can further be achieved through the clarity of higher education status and its utility as the priority (Ali & Shastri, 2010; Kim et al., 2016; Perdana, 2019). Both purposes are gained through innovative experiment and proper measurement to enhance the expected target. Higher education promotion can be held through the optimal and pro-active manner of higher education achievement (Aziz, 2016; Beneke et al., 2011). The leaders of higher education should run the function of management of higher education through intercepting some benefits towards the inputs and suggestions, thus promotion is able to run comprehensively. As the consequences of the inability to fulfil all the required conditions, it is hard for any to promote and to compete. The Learning management in the management of higher education leads to a learning management system (LMS) (Fathema et al., 2015; Gunawan et al., 2021; Mtebe, 2015). This LMS is an alternative used to manage the learning activities. In higher education, LMS is varied, therefore, implementing learning tools such Moodle, ATutor, Blackboard or SuccesFactors can serve as a supporting facility. The alternatives for the available platforms include open-source and commercial platforms.

A research as an activity in developing the scientific management of higher education must be improved. It can be started from an integrity research, a scientific development, to as far as the enhancement of researchers' network among institutions, to ensure the success of the management of higher education. In addition, the researches on management of higher education should be directed to the development of management based on the needs of the institution (thorough and comprehensive locality, philosophy, and paradigm) to provide various alternative views. Modifying the concept of higher education management can also be considered as an alternative research in higher education management, especially if it is in line with the construction of quality enhancement contextually in higher education. Collaboration is expected to occur, in order to cater for the local needs by involving researchers from different institutions.

CONCLUSION

The analysis made in this research reflects the trends and the implication of a proper management of higher education, leading to the development of integrated studies or research of the field. It proposes the ways to enhance the competitive human resource, the good quality of higher education, the promotion of higher education, and the learning activity management. The total of 802 articles highlights the use of keywords in higher education and learning. It means that the function of management in higher education still dominates the researcher's thinking pattern. Researchers, be it lecturers and university students dominate the work, while the number of practitioners from management of higher education doing similar researches is still considered low. Zhang and Wang are the most productive researchers in educational management with 467 citations, while Figueiró and Raufflet are the top researchers by having 32982 citations in respective research topic. However, there is a tendency for a continuous collaborative work, most of which are conducted within the institution. It is expected that broader collaboration with different institutions from various countries is progressing. Even though the majority of the research in management of higher education is still dominated by researchers who adopt the function of management in higher education as the scientific pillar in developing management of higher education in their own institutions, the writer recommends collaborative or joint research among organizations, particularly cross-countries to be made possible, in order to enrich scientific integration and good policy making for the formulation of the comprehensive policy in management of higher education.

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