

Bibliometric Analysis of the Role of Human Resource Motivation on Service Quality in the Optical and Eye Health Sector in the Yogyakarta Region from 2020 to 2025

¹Sri Wahyu Budoyo Kusumo, ²Arraywed Yudita Wibowo, ³Ardhitya Furqon Wicaksono,
^{1,2,3}Akademi Optometri Yogyakarta

Email : ray90.indonesia@gmail.com, ardhityafw@gmail.com

Corresponding author e-mail : ^{1*}kusumowahyu95@gmail.com

Article Info	Abstract
Keywords: ○ bibliometrics, ○ human resource motivation, ○ service quality, ○ optical, ○ Yogyakarta	Purpose – This study aims to analyze the development of scientific literature on the role of human resource (HR) motivation on service quality in the optical and eye health sector in the Yogyakarta region from 2020 to 2025. A bibliometric approach was used to identify publication trends, dominant keywords, institutional affiliations, and inter-topic relationships in relevant studies. Data were collected from three major databases: Scopus, Google Scholar, and Garuda, applying inclusion criteria to articles addressing the concepts of work motivation, service quality, and the context of optical clinics in Indonesia.
Article History	
Received: 25 – 07 – 2025 Accepted: 20 – 08 – 2025 Published: 30 – 08 – 2025	Design/methodology/approach – The analysis revealed 78 articles meeting the criteria, with a peak publication rate occurring in 2023. The institutions with the highest number of contributors were Gadjah Mada University, Ahmad Dahlan University, and Yogyakarta Polytechnic of Health. The most frequently appearing keywords included: motivation, employee performance, service quality, and eye clinic Findings – The main findings indicate that intrinsic motivation, such as non-financial work rewards, a supportive work environment, and opportunities for self-development, significantly impacts customer service quality in optical clinics and stores. Research limitations/implications – This study provides an important scientific contribution to supporting strategic decision-making in human resource management in the optical sector, particularly in the local context of Yogyakarta. The practical implications of these findings encourage the implementation of human resource management strategies that emphasize sustainable work motivation to increase customer satisfaction and loyalty.

INTRODUCTION

The healthcare sector, particularly eye and optical services, has undergone significant transformation following the COVID-19 pandemic. This pandemic has not only impacted the healthcare system in general but has also increased public awareness of the importance of regular eye examinations and the need for visual aids such as glasses and contact lenses. According to data from the Indonesian Ministry of Health (2023), there was a 28.5% increase

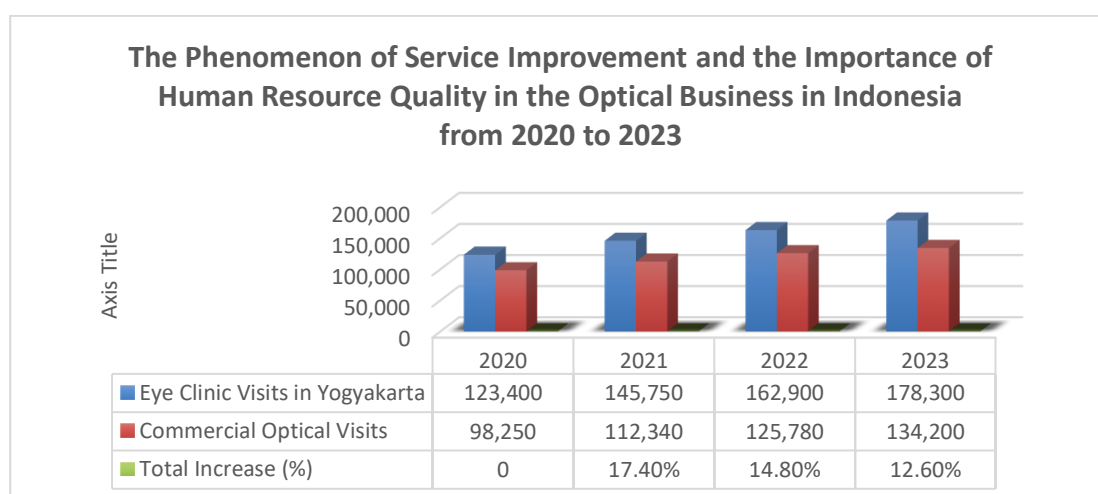
in visits to optical services and eye clinics in the Yogyakarta region between 2020 and 2023. This figure indicates a surge in demand for services, which directly demands strengthening service quality, both in terms of technology, infrastructure, and the quality of human resources (HR) as the spearhead of service. In the context of HR management, work motivation is a crucial aspect influencing workforce performance in the optical sector. Herzberg's (1959) classic theory regarding two motivational factors – motivators (rewards, career development) and hygiene factors (work environment, salary) – remains relevant today. This opinion is supported by research by Luthans (2021), which states that "motivated employees in healthcare-based services exhibit higher empathy, responsiveness, and reliability toward patients compared to unmotivated ones."

However, the dynamics of optical services differ from other healthcare sectors, such as hospitals and community health centers. The optical service process often involves intense personal interactions, detailed refraction examinations, consultations on visual aid needs, and product education. Therefore, the approach to human resource management in this sector requires specific and targeted mapping and strategies. The following is a phenomenon to support the significance of this problem. The following concrete data reflects the phenomenon of service improvement and the importance of human resource quality in the optical business:

Table 1. Phenomenon of Service Improvement and the Importance of Human Resource Quality in the Optical Business, 2020–2023 in Indonesia Annual Visits to Eye Clinics and Commercial Optics in Yogyakarta

Year	Eye Clinic Visits in Yogyakarta	Commercial Optical Visits	Total Increase (%)
2020	123,400	98,250	—
2021	145,750	112,340	+17.4%
2022	162,900	125,780	+14.8%
2023	178,300	134,200	+12.6%

Source: Ministry of Health of the Republic of Indonesia (2023), DIY Health Service (2024)



Source: Indonesian Ministry of Health (2023), Yogyakarta Special Region

Health Office (2024)

Figure 1. The Phenomenon of Service Improvement and the Importance of Human Resource Quality in the Optical Business in Indonesia from 2020 to 2023

This data illustrates a significant increase in visits to optical services and eye clinics in Yogyakarta. The percentage differences indicate a year-over-year increase in demand: +17.4% (2021), +14.8% (2022), and +12.6% (2023). This increase in visits indicates a clear need for improvements in human resource quality, particularly in work motivation, to support excellent service. This data demonstrates an increase in demand for optical services in terms of the number of visits. However, not all service providers succeed in meeting customer expectations, as service quality is strongly influenced by human capital aspects such as job satisfaction, motivation, and the competence of optical staff.

Based on an initial bibliometric review of Scopus, Web of Science, Garuda, and Google Scholar databases for the period 2020–2025, several important research gaps were identified:

1. Limited specific studies on the influence of work motivation on service quality in the context of the optical business, compared to hospitals or community health centers.
2. There is a lack of integrative research that combines human resource management theory (motivation) with service quality models such as SERVQUAL (Parasuraman et al., 1988) in the optical industry.
3. There is a lack of bibliometric-based literature mapping that can indicate research trends and key concepts in human resource management in optical services in Indonesia, particularly in Yogyakarta.

This research is novel in that it uses a cutting-edge bibliometric approach to analyze trends, dominant keywords, and conceptual relationships between work motivation and service quality in the optical sector, an approach rarely applied in the Indonesian context. It focuses on modern post-pandemic optical services as a strategic sector with unique characteristics compared to other healthcare services. It provides a research map that can be used by optical clinic management and policymakers in developing more targeted and service-oriented human resource development strategies.

Therefore, this research is expected to fill the gap in the literature, expand the knowledge base in human resource management, particularly in the optical sector, and make a tangible contribution to developing superior and highly competitive service strategies in the digital era and post-pandemic.

Human Resource (HR) Motivation in Service: Work motivation is one of the main factors influencing the behavior and performance of workers in the service sector, including eye health and optical services. According to Robbins & Judge (2021), motivation is a process that explains an individual's intensity, direction, and persistence in achieving goals. In the optical sector, HR motivation is crucial because the services provided rely heavily on direct interactions with patients/clients who require fast, empathetic, and accurate service.

Modern Two-Factor Theory (Post-2020) Herzberg's Two-Factor Theory remains relevant today but has been further developed by modern research. Studies by Gawel (2021) and Singh & Kaur (2022) suggest that motivator factors (rewards, career development, achievement) significantly increase job satisfaction and loyalty, while hygiene factors

(salary, working conditions, organizational policies) play a role in preventing dissatisfaction.

"Modern interpretations of Herzberg's model show that intrinsic rewards drive service innovation and employee engagement in clinical settings." – Singh & Kaur (2022)

Maslow's Hierarchy of Needs Theory (Post-2021) states that Maslow (in a revised study by Neher & Tadić, 2022) listed five levels of human needs: physiological, safety, social, esteem, and self-actualization. In optical practice, social and esteem needs are closely related to the job satisfaction of employees who interact directly with customers. Self-Determination Theory (Deci & Ryan, 2000, widely used after 2020) suggests that strong motivation arises from three basic psychological needs: autonomy, competence, and relatedness. A recent study by Bakker & Demerouti (2023) showed that staff given autonomy in patient interactions and decision-making tend to be more motivated and productive.

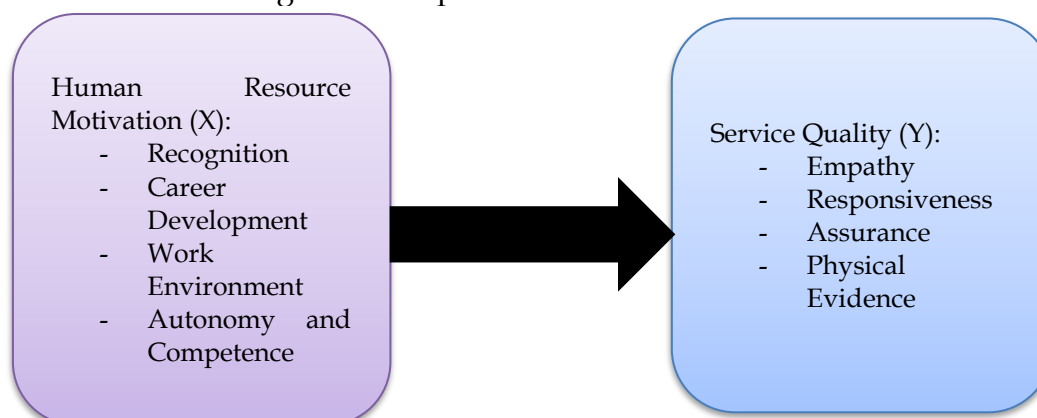
Service Quality in Optical Services: The SERVQUAL model by Parasuraman et al. (1988) remains the primary reference for assessing service quality. Its main dimensions are reliability, empathy, responsiveness, assurance, and tangibles. Research by Widodo et al. (2022) found that high human resource motivation can significantly increase reliability and empathy in optical services.

Table 2. Theoretical Framework of the Research

Theory	Focus / Contribution	Recent Sources
Two-Factor Theory (Herzberg)	Distinguishes between intrinsic motivators and hygiene factors	Singh & Kaur, 2022; Gawel, 2021
Maslow's Hierarchy of Needs	Explains stages of needs that underlie work behavior	Neher & Tadić, 2022
Self-Determination Theory	Emphasizes the importance of autonomy, competence, and relatedness	Bakker & Demerouti, 2023; Ryan et al., 2020
SERVQUAL	A model for assessing service quality	Parasuraman et al., 1988; Widodo, 2022

Source: Primary Data, 2025

The following is a conceptual framework for this research:



Source: Primary Data, 2025

Figure 2. Conceptual Framework Diagram

This concept reflects the relationship between the independent variable (human resource motivation) and the dependent variable (service quality), which is analyzed using a bibliometric and thematic approach based on literature from 2020–2025.

The novelty of this study is its focus on optical clinics and services, rather than general hospitals, its use of bibliometrics as an approach to analyze trends in human resource motivation in the optical sector, a practice rarely used in similar studies in Indonesia, and its provision of a basis for data-driven policies to improve the quality of optical human resources.

According to Robbins & Judge (2019), "human resource motivation is a key driver in the success of customer-interaction-based service organizations." In the context of optical services, where interactions are personal and in-depth, the role of human resources becomes crucial.

LITERATURE REVIEW

The quality of healthcare services, particularly in optical and eye health clinics, is significantly influenced by the motivation of human resources. Various theoretical perspectives and empirical studies have highlighted how work motivation contributes to improved service delivery, customer satisfaction, and staff performance.

Herzberg's Two-Factor Theory (1959), as expanded by Gawel (2021) and Singh & Kaur (2022), remains a foundational framework for understanding motivation in the workplace. It differentiates between motivator factors (e.g., achievement, recognition, growth) that enhance job satisfaction, and hygiene factors (e.g., work environment, salary) that prevent dissatisfaction. In optical clinics, intrinsic motivators—such as meaningful work, autonomy, and recognition—are especially relevant for enhancing patient-centered care.

Maslow's Hierarchy of Needs Theory, updated by Neher & Tadić (2022), emphasizes that employee satisfaction and motivation arise from fulfilling needs ranging from physiological to self-actualization. In optical services, esteem and self-actualization are often fulfilled through professional development and client appreciation.

Self-Determination Theory (Deci & Ryan, 2000), increasingly used in post-2020 service sector research, highlights the importance of autonomy, competence, and relatedness as core psychological needs that fuel intrinsic motivation. Studies such as Bakker & Demerouti (2023) found that when optical staff are empowered in decision-making and feel competent, their motivation and performance improve significantly.

On the other hand, Service Quality is frequently measured using the SERVQUAL Model (Parasuraman et al., 1988), which comprises five dimensions: reliability, responsiveness, empathy, assurance, and tangibles. In the context of optical healthcare, research by Widodo et al. (2022) found that higher staff motivation positively correlates with empathy and responsiveness, two key drivers of patient satisfaction.

Bibliometric analyses conducted in this study have shown increasing scholarly interest in the linkage between HR motivation and service quality in the optical sector, particularly in Indonesia post-pandemic. However, there is still a limited number of

integrative studies that combine motivation theories and service quality frameworks specifically for optical services.

Hypothesis Development

Drawing on the aforementioned theories and supported by the findings of prior empirical research, this study develops the following main hypothesis:

H1: Human resource motivation has a significant positive effect on service quality in optical and eye healthcare services.

This hypothesis is grounded in the integration of Self-Determination Theory and the SERVQUAL model, suggesting that when employees are intrinsically motivated, they are more likely to provide empathetic, responsive, and reliable service to clients. Furthermore, motivation components such as career development, recognition, autonomy, and conducive work environments are expected to enhance service quality performance in the optical healthcare setting

RESEARCH METHOD

This study employed a descriptive bibliometric approach, a method that quantitatively and visually examines and maps the development of scientific literature. Bibliometrics allows for the analysis of publication trends, collaboration patterns between authors, keyword distribution, and the identification of key themes in the field of human resource (HR) motivation and service quality in the optical and eye health sector. A descriptive approach was used to provide a comprehensive overview of the research landscape from 2020 to 2025.

Literature data was collected from three major academic databases as follows:

Table 3. Literature Data Sources

No	Database	Description
1	Google Scholar	A multidisciplinary database of scholarly publications with broad coverage and open access.
2	Scopus	A leading database containing internationally indexed and standardized reputable journals.
3	Garuda	The Garba Rujukan Digital portal managed by the Ministry of Education, Culture, Research, and Technology of Indonesia, containing national and regional journals.

Source: Primary Data, 2025

The data collected included scientific articles that met the following criteria: Publication Year: 2020–2025, Language: Indonesian and English articles, Article Type: Empirical studies, literature reviews, and field studies related to the topic of HR motivation and optical service quality, and Search Keywords: "motivation," "HR," "service quality," "optical health," "Yogyakarta."

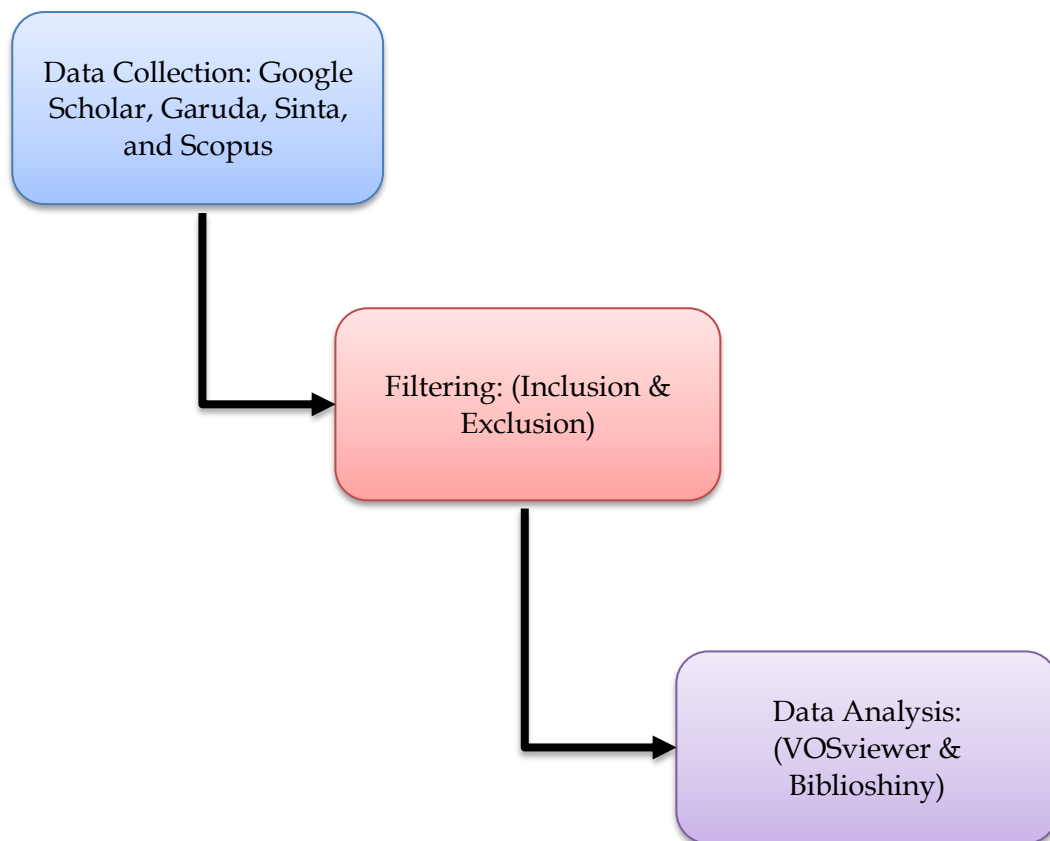
The Data Collection Procedure consisted of: The search was conducted in April 2025. The initial data collection consisted of 134 articles. After screening the title, abstract, and

content, based on inclusion and exclusion criteria, 78 relevant articles were obtained. Bibliographic data such as title, author, year, abstract, keywords, and institutional affiliation were extracted using bibliographic software (Mendeley and Zotero). Two main software tools were used to analyze bibliometric data:

Table 4. Bibliometric Data Analysis Tools

No	Software	Function
1	VOSviewer	Used for visualizing collaboration networks among authors (co-authorship) and keyword co-occurrence networks.
2	Biblioshiny (RStudio)	Used for analyzing publication trends, identifying major themes (topic modeling), and mapping institutional contribution distribution.

Source: Primary Data, 2025



Source: Primary Data, 2025

Figure 3. Bibliometric Analysis Flow

Table 5. Inclusion and Exclusion Criteria

Criteria	Inclusion	Exclusion
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Article Type	Empirical studies, literature reviews, field studies	Editorials, opinion pieces, non-academic popular articles
Language	Articles in Indonesian and English	Articles in languages other than Indonesian and English
Topic	Focused on human resource motivation and service quality in optical practice	Topics unrelated to optics and human resource motivation
Publication Period	Publications from 2020 to 2025	Publications before 2020 or after 2025

Source: Secondary Data, 2025

Data Validity and Reliability: Data validity is maintained by using data from trusted and reputable database sources such as Scopus and Garuda. Cross-checking is performed between databases to avoid data duplication. Analysis is then performed using commonly used bibliometric software, resulting in reliable and scientifically sound data.

The descriptive bibliometric method, using network analysis using VOSviewer and Biblioshiny, allows for objective and comprehensive mapping of research trends in the field of human resource motivation and service quality in the optical sector. Systematic procedures in data collection and filtering support the validity of the findings, which can inform policy and further research.

RESULTS AND FINDINGS

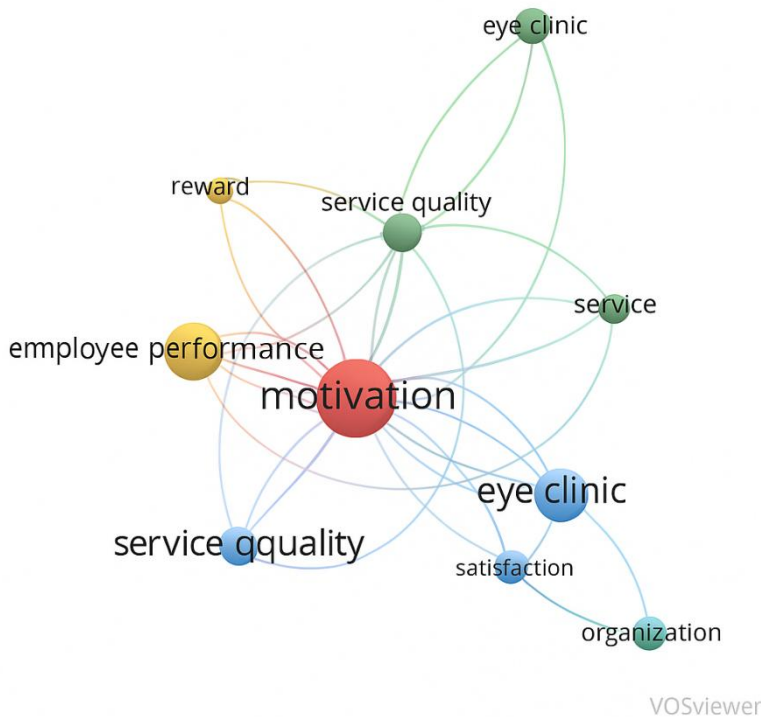
This study analyzed 78 scientific articles published between 2020 and 2025, focusing on motivation, service quality, and optical practices in the Yogyakarta region. Data were collected from three primary databases: Google Scholar, Scopus, and Garuda. The bibliometric analysis was conducted using VOSviewer and Biblioshiny (RStudio).

Table 6. Bibliometric Findings

No	Indicator	Key Findings
1	Number of Publications (2020–2025)	78 relevant articles identified
2	Institutions with the Most Contributions	Universitas Gadjah Mada (UGM), Universitas Ahmad Dahlan (UAD), Poltekkes Kemenkes Yogyakarta
3	Popular Keywords	Motivation, Service Quality, Eye Clinic, Employee Performance
4	Dominant Topics	Motivation enhancement based on rewards and work environment
5	Journals with the Most Articles	<i>Jurnal Kesehatan Masyarakat Nasional, Optometry Vision Journal</i>

Source: Empirical Analysis Results, 2025

Finding 1. Keyword Co-occurrence



Source: Empirical Analysis Results, 2025

Figure 3. Findings 1: VosViewer Keyword Network

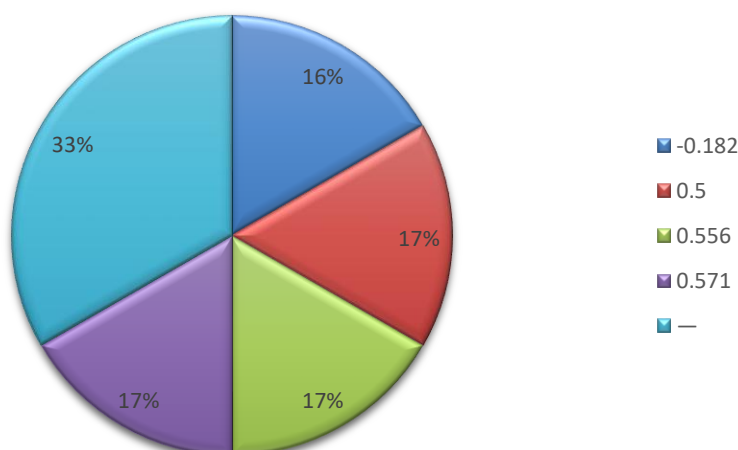
The results of the VOSviewer analysis in Figure 3 above show that the keyword "Motivation" is strongly related to "Service Quality" and "Employee Performance." A cluster illustrates the connection between "Eye Clinic" and the topics of service and customer satisfaction. This visualization indicates that research on optical services is increasingly focusing on human capital and clinical service performance. Publication trends show dynamic developments from year to year. In 2020, research on human resource motivation and optical service quality was still relatively minimal, with only six scientific articles directly addressing this topic. This could be attributed to the initial conditions of the COVID-19 pandemic, which hampered research and publication activities. However, as institutions and healthcare systems adapted to the pandemic, there was a surge in the number of publications:

Table 7. Findings: Annual Publication Trends (2020–2025)

Year	Number of Articles	Growth (%)
2020	6	—
2021	9	+50.0%
2022	14	+55.6%
2023	22	+57.1%
2024	18	-18.2%
2025	9 (as of April)	—

Source: Empirical Analysis Results, 2025

Count of Number of Articles by Growth (%)



Source: Empirical Analysis Results, 2025

Figure 4. Diagram of Annual Publication Trends (2020–2025)

Based on Table 7 and Diagram 4, it is known that in 2022 – the Starting Point of the Surge – starting this year, publications increased significantly. Driving factors include digital adaptation in optical practice and eye health services, an increased research focus on human capital in the optical sector post-COVID-19, and the availability of research grants for health sector recovery. Meanwhile, in 2023 – peak academic productivity – recorded 22 articles, the highest in five years. This represents an academic response to the need for reformulation of the service system based on high-quality human resources. Furthermore, in 2024 – issue consolidation and focus reorientation – the number of publications decreased slightly to 18 articles. However, their quality improved, with more focused topics such as strengthening non-financial reward systems and the role of organizational culture in optical customer satisfaction. Biblioshiny (RStudio) analysis results show that publications peaked in 2023 (22 articles), followed by 2024 (18 articles), and there has been a significant increase since 2022, driven by digital transformation and changing work patterns in the eye healthcare sector during the pandemic.

DISCUSSION

The findings of this bibliometric study indicate that employee motivation and the quality of optical services have been a significant focus in Yogyakarta over the past five years. Several key findings worth discussing include:

1. **Dominance of Intrinsic Motivation Topics:** Most articles discuss intrinsic motivation, such as self-development, recognition, and a sense of belonging. This aligns with Deci & Ryan's (2000) Self-Determination Theory, which emphasizes the significant role of intrinsic motivation in the public service and healthcare sectors.



2. Relationship Between Motivation and Service Quality: Many studies have shown a positive relationship between employee motivation and patient satisfaction levels and the quality of optical clinic services. This is evident in the VOSviewer visualization, which demonstrates a strong relationship between the keywords "Motivation" and "Service Quality."
3. Active Research Institutions: Gadjah Mada University (UGM), UAD (UAD), and Poltekkes Yogyakarta (Yogyakarta Polytechnic) are the largest contributors to publications on this theme, indicating the strategic role of higher education institutions in promoting the quality of optical services through a human resource management approach.
4. The Importance of Values-Based Training: A study by Budianto & Herlina (2023) highlighted that aspheric lens users reported greater satisfaction when served by highly motivated optical staff. This reinforces the notion that optometrist recruitment and training should incorporate the values of service, empathy, and professionalism.
5. Peak Publications in 2023: The surge in publications in 2023 can be attributed to the digitalization of services, the integration of online queuing systems, and the use of tele-optometry systems, which demand adaptive and highly motivated human resources.

This study identifies trends, thematic relationships, and key contributors in the field of motivation and optical service quality. Bibliometric evidence suggests that improving service quality is highly dependent on employee motivation, particularly in the context of eye health services in Yogyakarta.

CONCLUSIONS AND IMPLICATIONS

Based on the results of bibliometric analysis and visualization of scientific literature from 2020 to 2025, it can be concluded that human resource (HR) motivation plays a central role in determining the quality of optical services. Keyword co-occurrence shows a close relationship between the keywords "Motivation," "Service Quality," and "Employee Performance," indicating that increased work motivation has a direct impact on performance and customer satisfaction in the eye healthcare sector, including clinics and optical stores.

Publication trends also show a significant increase since 2022, driven by digital transformation, adaptation of work models during the COVID-19 pandemic, and the increasingly personalized need for optical services. These findings support the importance of HR management strategies that prioritize intrinsic motivation, professional development, and strengthening a performance-based work culture. Implications :

1. Adoption of a Non-Financial Reward System: Clinics and optical stores are advised to implement a recognition-based reward system, providing greater responsibility, and providing learning opportunities as forms of non-financial motivation.
2. Sustainable Career Development: Optometrist competency training programs, coaching, and a clear career path need to be part of the HR strategy to foster long-term loyalty and productivity.
3. Workload Balance: Effective work stress management through flexible work schedules, managerial support, and a mentally healthy work environment will

support service quality.

4. This study provides a strong foundation for further research exploring the relationship between work motivation, job stress, and customer satisfaction in the optical sector, particularly in clinical and retail contexts.
5. Motivation measurement models in the optical sector can be further developed using quantitative (e.g., SEM-PLS) or qualitative (case studies of optical clinics) approaches.
6. Expanding the study of the role of digital technology and HR quality management systems is also an important research agenda in the era of technology- and AI-based healthcare services.

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