

Impact of leadership on the development of organizational communication

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ABSTRACT

Fundamental leadership in communication has been approached from science as a thematic focus of great relevance both academically and for the industry. In this way, the present study is developed in order to identify the bibliometric applications of the impact of leadership in the development of organizational communication. At the methodological level, a documentary research based on scientometric processes is presented, where the Scopus databases are consulted during the period from 1958 to 2022. The results allow us to show 512 results within the database, observing a significant growth of the scientific prediction, where the most relevant sources are Journal of Business Communication, Corporate Communications, Journal of Communication Management, International Journal of Business Communication and Business Communication Quarterly and in turn observing that 47% of the publications come from the United States.

I. INTRODUCTION

Competitiveness within the organizational market is increasingly relevant, where new technologies and globalization allow the generation of new market niches anywhere in the world, thus giving greater value to processes and people as the fundamental basis of organizational success (Muñoz, Lombeida & Mosquera, 2021; Parejo, Nuñez & Núñez, 2021). Highly effective and innovative companies recognize the relevance of personnel as a key point for the effective development of their activities for the provision of their products and services (Ccanto, 2019; Mendoza-Ocasal et al., 2022).

In this sense, the construction and direction of highly competitive work teams is an impossible task without a leadership that allows to effectively enhance the capacities of all the members of their unit for the generation of added value (Alcázar,

2020). Organizations certainly recognize the importance of people within the organization and leadership processes as catalysts for success within current markets (Núñez, de la Ossa Guerra & Martínez, 2019).

This trend is aligned with one of the basic elements of leadership, which is communication. Scientific evidence and theory related to leadership evidence how communication is one of the most important edges for management processes and especially for the generation of motivation of work teams (Fernández et al., 2022). It is noteworthy that these theories are relatively recent with respect to other areas of knowledge, in which there has been a significant period of development and innovation in regard to management issues from the academic and organizational point of view.

In this sense, studies focused on organizational communication recognize the importance of creating effective channels that not only allow the generation of indications for the fulfillment of tasks, but also to encourage motivation among collaborators (Pérez-Juárez & Pedraza-Nájar, 2019). Faced with this mentioned situation, the present study is directed towards identifying the bibliometric applications of the impact of leadership in the development of organizational communication.

2. METHODOLOGY

A systematic search of the literature related to the subject was carried out in the Scopus database in January 2023 with the keywords "leadership" and "organizational communication" below. Table 1 shows the standardization of the keywords.

Table 1. Keyword standardization

Keywords	Descriptors
<i>leadership</i>	* <i>leader</i>
<i>Organizational communication</i>	* <i>Business communication</i> * <i>Corporate communications</i>

Source: own elaboration (2023)

The search equation proposed in Scopus was: (TITLE-ABS-KEY (leadership) OR TITLE-ABS-KEY (leader) AND TITLE-ABS-KEY ("organizational communication") OR TITLE-ABS-KEY ("Business communication") OR TITLE-ABS-KEY ("corporate communications")); it threw 512 results related to the research topic and cover a period of time from 1958 to 2022.

The results obtained were exported from Scopus in CSV format. For the analysis of the

information, the Excel program, the Bibliometrix package of the R statistical software and the VOSviewer software were used. From this, various indicators were generated that allow analyzing the number of documents published, the type of documents, the authors with the largest number of publications, the dynamics of the sources, as well as the institutions and countries with the most publications in the area; the general information of the published articles is presented in Table 2.

Table 2. Main information of the data obtained from Scopus.

MAIN INFORMATION ABOUT DATA	
<i>Timespan</i>	1958:2022
<i>Sources (Journals, Books, etc)</i>	333
<i>Documents</i>	512
<i>Annual Growth Rate %</i>	6,37
<i>Document Average Age</i>	9,71
<i>Average citations per doc</i>	13,07

<i>References</i>	28412
DOCUMENT CONTENTS	
<i>Keywords Plus (ID)</i>	952
<i>Author's Keywords (DE)</i>	1300
AUTHORS	
Authors	1043
Authors of single-authored docs	166
AUTHORS COLLABORATION	
<i>Single-authored docs</i>	195
<i>Co-Authors per Doc</i>	2,26
<i>International co-authorships %</i>	10,35
DOCUMENT TYPES	
<i>Article</i>	351
<i>Book</i>	39
<i>Book chapter</i>	39
<i>Conference paper</i>	48
<i>Conference review</i>	1
<i>Note</i>	1
<i>Review</i>	33

Source: author using R software based on information from Scopus (2023).

Table 2 shows the main information of the documents consulted, in a time interval from 1958 to 2022; In total, 512 documents were analyzed, of which it can be noted that the majority are articles (351), followed by conference articles (48), between the two they make up 78% of all publications.

3. RESULTS AND DISCUSSION

Initially, an analysis of bibliometric productivity was carried out, then different bibliometric indicators were analyzed and finally the analysis

of relationships and co-occurrence of keywords was carried out.

Laws of bibliometric productivity

First, the Lotka productivity index is shown, which describes the scientific productivity of the authors, given an area of knowledge, the proportion of authors who publish a single article is 60%, while the remaining 40% represents a core of most productive authors (Lotka, 1926 cited in Salerno et al., 2022).

There is a quantitative relationship between the number of authors and their contributions in a field of study over a period of time, the number of

authors who produce most of the scientific production is smaller compared to the larger number of authors who they publish fewer articles (Alves, 2019; Rodríguez-Ortiz, 2022).

Table 3 shows compliance with Lotka's law, the largest number of authors (972), equivalent to 93.2%, are the ones with the least contributions with only one article, 5.1% have made 2

contributions, 0.9% have made 3 contributions, 0.6% have made 4 contributions and only 0.3% have made 6 contributions.

Based on this, it can be concluded that most of the contributions made are by researchers who carry out temporary or transitory research on the subject of study.

Table 3. Lotka's Law

Written documents	N° of Authors	Ratio of authors
1	972	0,932
2	53	0,051
3	9	0,009
4	6	0,006
6	3	0,003

Source: author using R software based on information from Scopus (2023)

On the other hand, when applying the Bradford law that evaluates the productivity of journals, in table 4, it is observed that 33.01% of the articles published are concentrated in the first 23 journals and that these belong to zone 1 of Bradford's law; this law considers that, in a set of journals, there are three zones, each one with 1/3 of the total number of articles, the first zone being the one most dedicated to the subject (Bradford, 1934 cited in Salerno et al., 2022).

Of these, the first 5 journals can be highlighted, as seen in figure 1, which correspond to 51% of the total journals that make up zone 1 of Bradford: Journal of Business Communication, Corporate Communications, Journal of Communication Management, International Journal of Business Communication and Business Communication Quarterly.

Table 4. Bradford's Law.

Zone	N° Journals	N° Titles	Percent
Zone 1	23	169	33,01%
Zone 2	142	175	34,18%
Zone 3	168	168	32,81%

Source: author based on information from Scopus (2023).

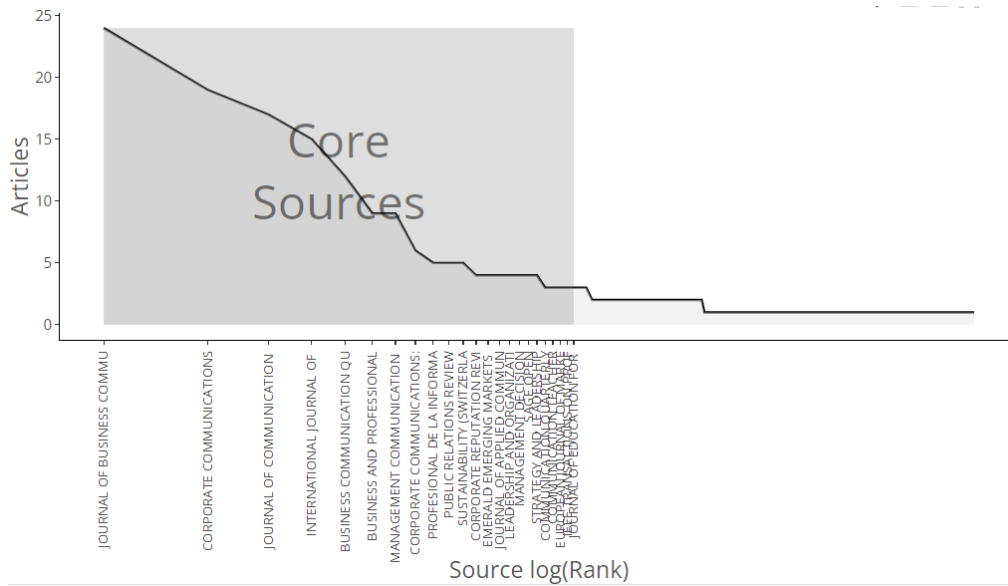


Figure 1. Bradford's Law, source: author based on information from Scopus (2023).

Bibliometric indicators

Figure 2 shows that the annual scientific production related to the research topic is growing, especially from 2005 onwards, highlighting the

years 2019 (36), 2020 (53) and 2022 (52) in which there was a significant growth in the number of publications related to the research topic and concentrate 27% of all the research carried out. This indicates a clear interest in the research topic.

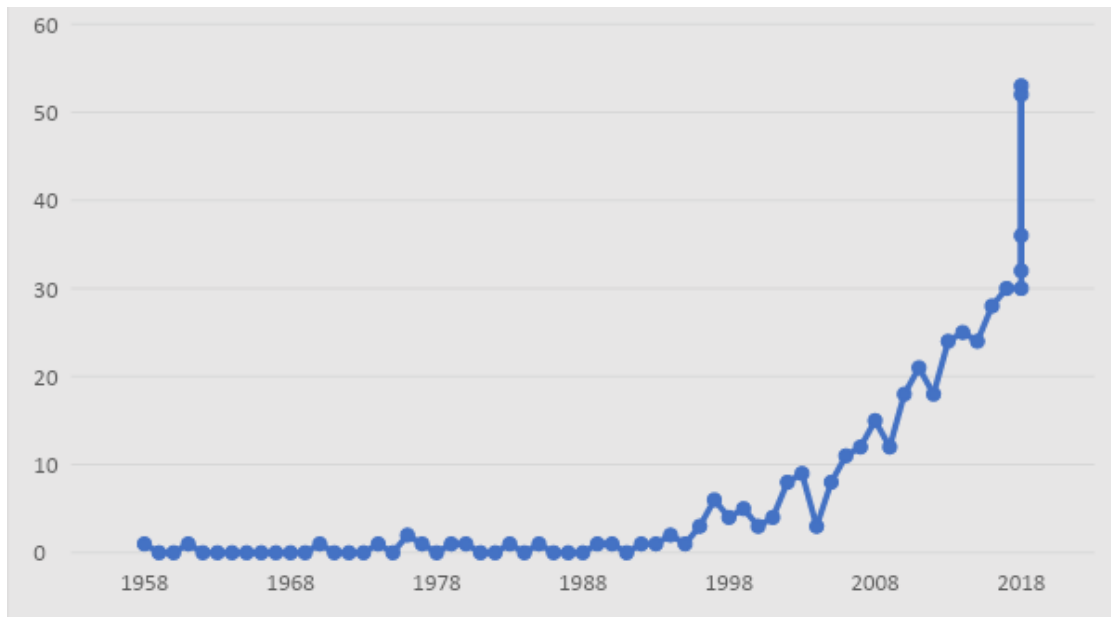


Figure 2. Annual scientific production measured in articles published per year, source: author based on information from Scopus (2023)

A geographical analysis was carried out in order to know the countries that are doing more research on the subject. Figure 3 shows the map of the countries that make contributions in the field of study, those in dark blue are the ones that

contribute the most, the United States (243), the United Kingdom (29), India (21), Australia (18), Germany (18) and Spain (15), these countries contribute 67% of all publications in the field of study.

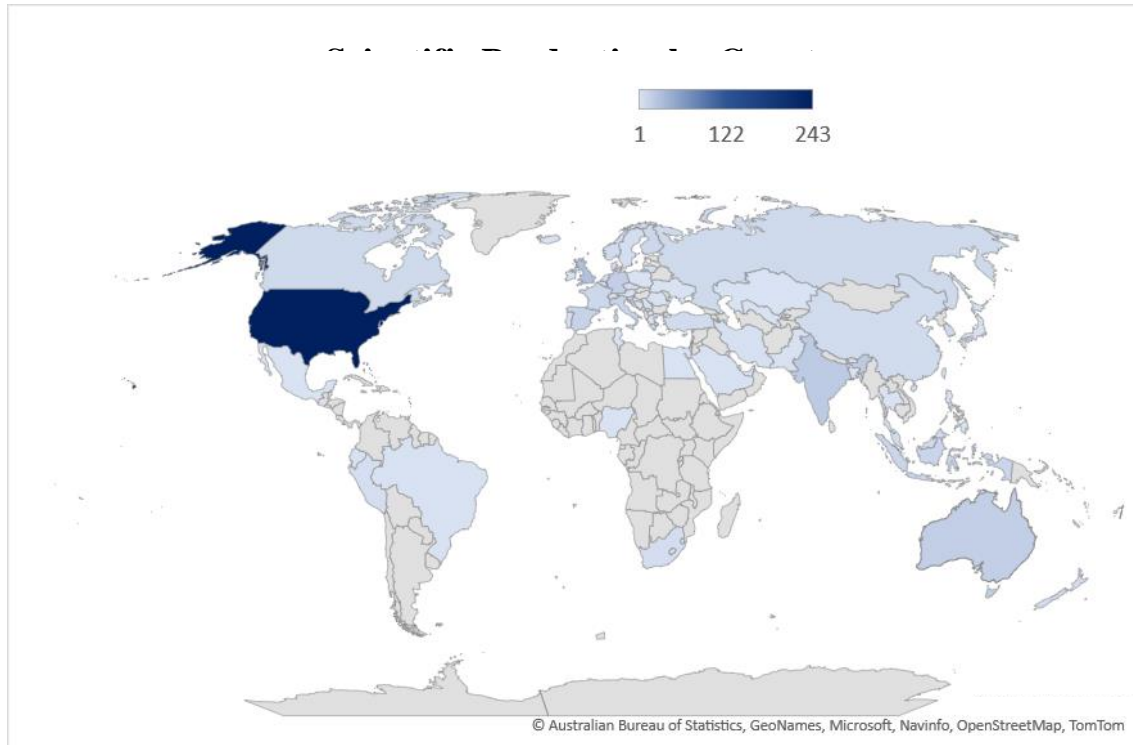


Figure 3. Scientific production by country, source: author based on information from Scopus (2022).

The United States concentrates 47% of all publications; Some of his publications highlight the role of inclusive leadership in organizational communication, the impact of leadership behaviors on the affective commitment of employees, and how the motivational language of leaders improves performance in times of crisis (Lee, 2022; Lee & Kim, 2022; Tao et al., 2022)

On the other hand, the United Kingdom, the country with the second most publications, has research related to the communication styles of the leader and the use of vision to improve

organizational communication (Kelly, 2000; Brown et al., 2019).

An investigation of interest talks about the use of artificial intelligence in communication management, such as its adoption and knowledge, impact, challenges and risks; conclude that communication professionals have limited knowledge of artificial intelligence and expect the technology to affect the profession as a whole rather than the way they or their organizations work (Zerfass et al., 2020).

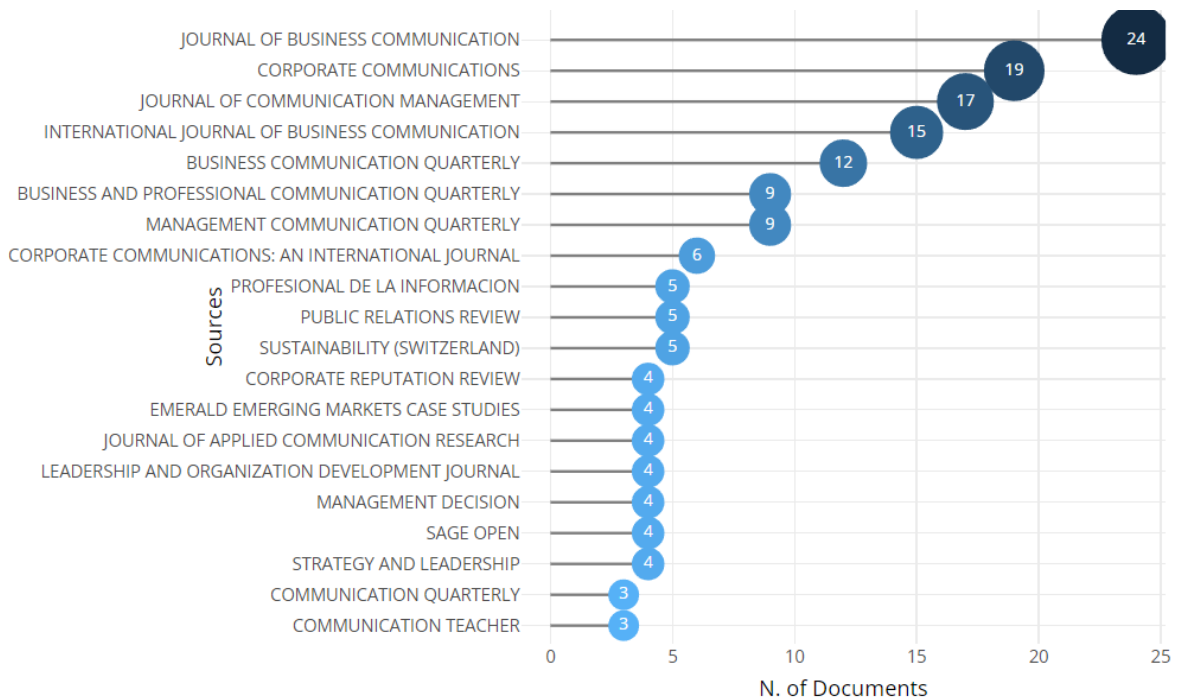


Figure 4. Most relevant sources, source: author using the R software based on information from Scopus (2023).

On the other hand, an analysis of the most relevant sources on the research topic was carried out; Figure 4 shows that the 5 journals that publish the most on the subject are Journal of Business Communication (24), Corporate Communications (19), Journal of Communication Management (17), International Journal of Business Communication (15) and Business Communication Quarterly (12).

Some of the research published in the Journal of Business Communication addresses the leader's motivational language and how it influences the communication and performance of collaborators

(Mayfield & Mayfield, 2009; Mayfield & Mayfield, 2012; Clifton, 2012).

Likewise, the Corporate Communications magazine has publications related to leadership and ethical communication and the role played by the leader as a mediator between collaborators and the organization (Qian & Jian, 2020; Meng et al., 2022).

Production per author is low compared to the number of articles published from 1958 to 2022. As seen in Figure 5, the 3 authors with the most published articles are Lee Y, Meng J, and Whalen DJ, with six publications each.

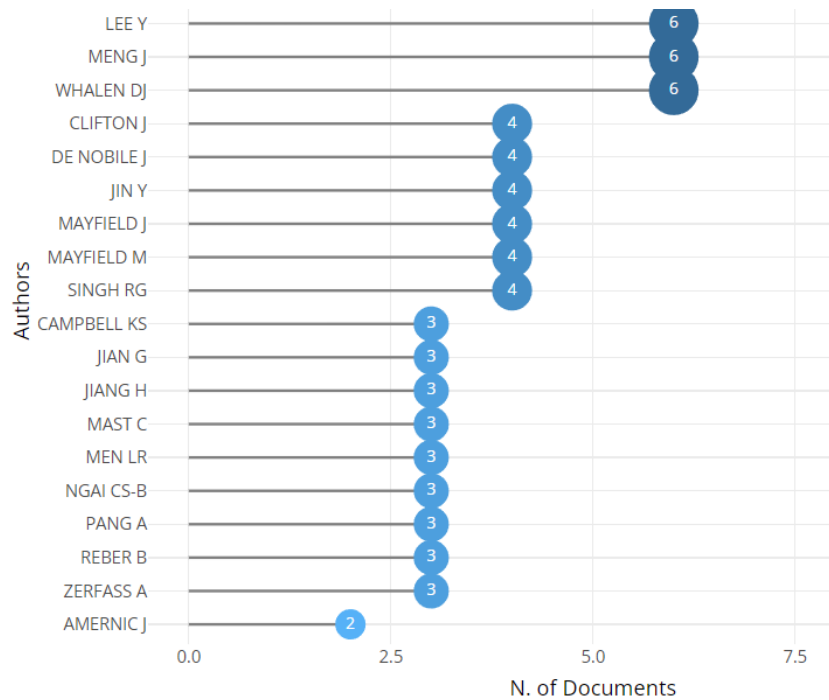


Figure 5. Most relevant authors, source: author using R software based on information from Scopus (2023).

Meng J, one of the authors with the most publications, addresses how to better understand the interaction between cultural perceptions and leadership effectiveness in the practice of corporate communication. In this same sense, he talks about how and to what extent organizational culture can affect the effectiveness of leadership in communication management; and the impact that excellent leadership can have in public

relations to reshape organizational culture (Meng, 2014; Meng, 2015).

In turn, Figure 6 shows the 20 institutions that have published the most research on the topic of study; Of these, we can highlight the 5 most important University of Georgia, Royal Victoria Regional Health Center, University of Miami, Notrereported and University of Alabama.

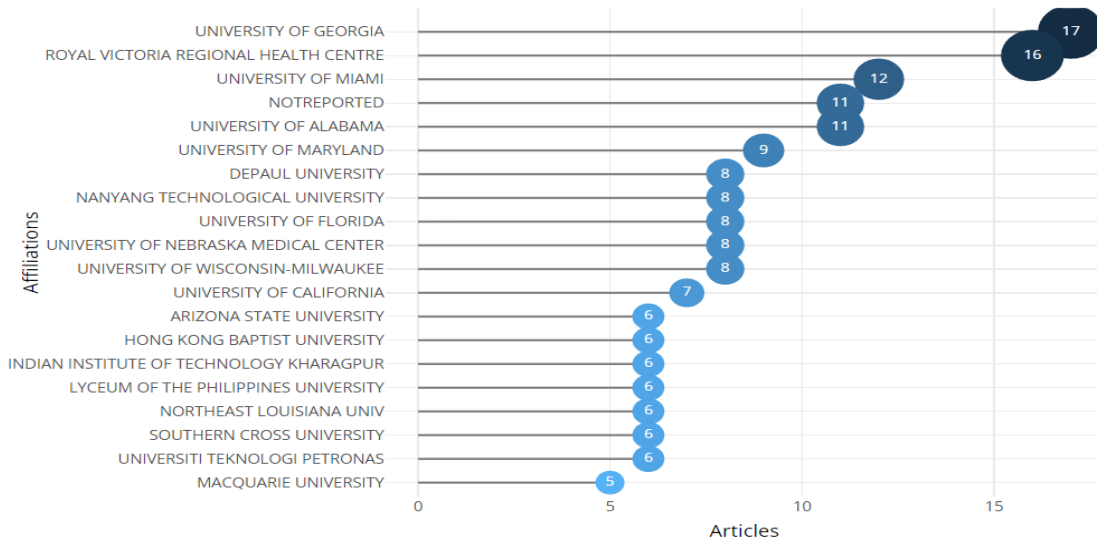


Figure 6. Most relevant affiliations, source: author using the R software based on information from Scopus (2023).

Table 5. Most cited articles

Articles	DOI	Total Citations
<i>WORLEY JM, 2006, MANAGE DECIS</i>	10.1108/00251740610650210	272
<i>AULA P, 2010, STRATEGY LEADERSH</i>	10.1108/10878571011088069	229
<i>PIKKARAINEN M, 2008, EMPIR SOFTWARE ENG</i>	10.1007/s10664-008-9065-9	224
<i>VALLASTER C, 2006, EUR J MARK</i>	10.1108/03090560610669982	183
<i>WELCH M, 2011, CORP COMMUN</i>	10.1108/13563281111186968	157
<i>BROMLEY DB, 2001, EUR J MARK</i>	10.1108/03090560110382048	145
<i>MADLOCK PE, 2008, J BUS COMMUN</i>	10.1177/0021943607309351	143
<i>MUELLER BH, 2002, J BUS COMMUN</i>	10.1177/002194360203900204	143
<i>LEE S, 2006, MANAGE DECIS</i>	10.1108/00251740610656232	131
<i>TKALAC VERČIČ A, 2012, PUBLIC RELAT REV</i>	10.1016/j.pubrev.2011.12.019	114
<i>JUHOLIN E, 2004, CORP GOV</i>	10.1108/14720700410547477	92
<i>JACKSON J, 2002, SYSTEM</i>	10.1016/S0346-251X(01)00051-3	92
<i>AMERNIC J, 2006, CEO-SPEAK: THE LANG OF CORP LEADERSH</i>	10.1177/0021943606288190	91
<i>BERGER BK, 2005, GAINING INFL IN PUBLIC RELAT: THE ROLE OF R P</i>	10.4324/9781410616975	88
<i>LEDESMA J, 2014, SAGE OPEN</i>	10.1177/2158244014545464	84

KUHN T, 2012, <i>MANAGE COMMUN Q</i>	10.1177/0893318912462004	83
LUTGEN-SANDVIK P, 2012, <i>MANAGE COMMUN Q</i>	10.1177/0893318911414400	82
RODE V, 2005, <i>CORP REPUTATION REV</i>	10.1057/palgrave.crr.1540244	79

Source: author using R software based on information from Scopus (2023).

Table 5 shows the 20 publications with the most citations, the four most representative are WORLEY JM, 2006, *MANAGE DECIS* (272), AULA P, 2010, *STRATEGY LEADERSH* (229), PIKKARAINEN M, 2008, *EMPIR SOFTWARE*

ENG (224) and VALLASTER C, 2006, *EUR J MARK* (183); In this same sense, Table 6 contains a description of the ten most cited articles in relation to the research topic.

Table 6. Ten most cited articles

Highlight	Year	Source	Cite
<i>Investigate the role of management support in a lean implementation and its impact on communication within the organization.</i>	2006	<i>MANAGE DECIS</i>	(Worley & Doolen, 2006)
<i>Analyzes the manifestation of corporate reputational risk related to social media, explores its threats and possibilities for the strategic management of the reputation of organizations.</i>	2010	<i>STRATEGY LEADERSH</i>	(Aula, 2010)
<i>Analysis of the impact of extreme Programming and SCRUM practices on communication within software development teams and within the focal organization.</i>	2008	<i>EMPIR SOFTWARE ENG</i>	(Pikkarainen et al., 2008)
<i>Proposal to model the social transformation process and outline why and how leadership is important throughout the internal brand creation process.</i>	2006	<i>EUR J MARK</i>	(Vallaster & de Chernatony, 2006)
<i>Analysis of the evolution of corporate communication considering the evolution of employee engagement and the role of communication in improving employee engagement.</i>	2011	<i>CORP COMMUN</i>	(Welch, 2011)
<i>Relations between identity and reputation, the way in which organizations are perceived by members of internal and external groups.</i>	2001	<i>EUR J MARK</i>	(Bromley, 2001)
<i>Analysis of the influence of the communicator supervisor's competence and leadership style on the job and communicative satisfaction of employees.</i>	2008	<i>J BUS COMMUN</i>	(Madlock, 2008)
<i>Analysis of the extent to which the quality of the leader-member exchange affects the perceptions of communicative satisfaction of subordinates in different contexts.</i>	2002	<i>J BUS COMMUN</i>	(Mueller & Lee, 2002)

<i>New emerging phenomenon of corporate blogging and its goals, how Fortune 500 companies try to maintain control, while supporting employee autonomy in corporate blogging.</i>	2006	<i>MANAGE DECIS</i>	(Lee et al., 2006)
<i>Internal communication as a management function in charge of communication.</i>	2012	<i>PUBLIC RELAT REV</i>	(Tkalac Verčič et al., 2012)

Source: author based on information from Scopus (2023).

Analysis of relationships and Co-occurrences

The analysis of relationships and co-occurrences is done using the VOSviewer software, taking as a parameter that the author has at least one document and at least one citation.

The co-authorship analysis shows that of 1036 authors, 727 meet the parameters, of these only 24 have works with other authors, this is equivalent to 3.3%; We can see this in figure 7, in which six clusters can be identified.

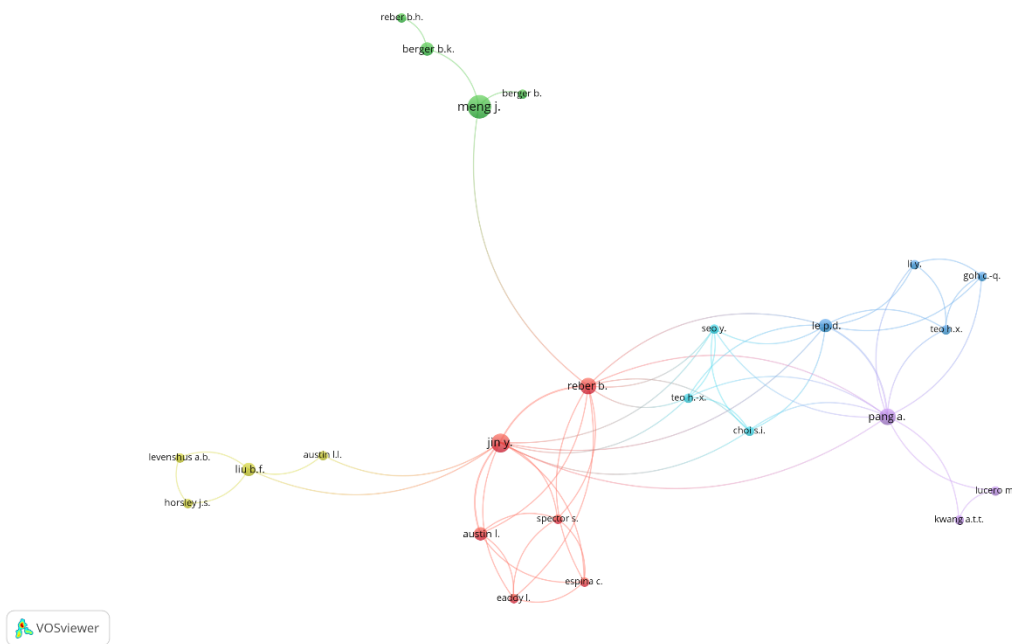


Figure 7. Co-authorship relationship, source: author using the VOSviewer software based on information from Scopus (2022).

Finally, a keyword co-occurrence analysis was carried out, the parameter was that the minimum number of occurrences of a keyword is 5, out of 2060 words only 87 meet the parameter, this can be evidenced in figures 8 and figure 9 where 7

clusters are identified; the words leadership, human, communication, interpersonal communication, organizational communication, organization and business communications can be highlighted.

69% of the documents consulted are articles, 9% are conference articles and the remaining 22% are made up of other formats. The scientific production analyzed in the period from 1958 to 2022 shows a growing interest in the research topic, the highest peaks of publications were presented in the years 2019, 2020 and 2022 where 27% of the total published articles are concentrated.

The United States, the United Kingdom, India, Australia, Germany and Spain represent 67% of the publications that were generated on the research topic. On the other hand, the journals that publish the most on the subject are Journal of Business Communication, Corporate Communications, Journal of Communication Management, International Journal of Business Communication and Business Communication Quarterly, these concentrate 17% of the publications, the rest of the publications are scattered in different magazines. In turn, the most productive authors are Lee Y, Meng J and Whalen DJ with six articles each; this taking into account that 93% of researchers in this field are transitory or passengers.

Based on the significant predominance of journals and authors from the United States of America in the results obtained in the development of this research, being clearly the most representative of the area of knowledge studied, it is plausible to say that this could correspond to the outstanding advance since the beginning of the last century of North American theories related to management in relation to other countries.

5. CONFLICT OF INTEREST

The authors declare that there are no potential conflicts of interest with respect to the research, authorship or publication of this article.

6. AUTHORSHIP CONTRIBUTIONS

All authors have jointly and equally contributed to the argumentation and writing of the manuscript.

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