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Organizational communication: a bibliometric analysis from 2005 to 2020

Comunicación organizacional: un análisis bibliométrico de 2005 hasta 2020

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**ABSTRACT**

**Keywords:**

business administration ; employee participation; management; organizational communication; personnel management.

**JEL:** M12.

The objective of this article is to perform a systematic review about Organizational Communication from 2005 to 2020, therefore, it is carried out a bibliometric analysis of nets and co-citations of documents published in WoS and Scopus. It uses the tree analogy to separate the documents in: 1. “roots”: the documents located in this section are the intellectual base of a knowledge field, 2. “trunk”: the structural documents, and finally 3. “leaves”: the most recent documents that have cited the authors located in “roots” and “trunk”. Thanks to this scheme it is facilitated the visualization and subsequent analysis of the documents. It should be emphasized that in the process of Organizational Communication review there are some data that complement this article: scientific production by years, scientific production by countries, most cited authors, and sources with the highest number of publications and their relevance. Findings evidence the usefulness of tree analogy to express the epistemological evolution of OC through the years. In addition, the used methodology presents considerable opportunities for the creation of bibliometric analysis, which has applications in different knowledge scientific fields.

**RESUMEN**

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**Palabras clave:**

administración; administración de negocios; administración del personal; comunicación organizacional; participación del empleado.

El presente trabajo tiene como objetivo realizar una revisión sistemática sobre la Comunicación Organizacional desde el año 2005 hasta el 2020, para lo cual, se realiza un análisis bibliométrico de redes y de co-citaciones de las publicaciones registradas en WoS y Scopus. Se utiliza la analogía del árbol para dividir los documentos encontrados en 1. Documentos “raíz”, donde se ubican los documentos que son la base intelectual del campo de conocimiento, 2. Documentos “tronco”, donde están los documentos estructurales y finalmente 3. Los documentos “hojas”, los cuales son documentos más recientes y han citado a los autores en “raíces” y “tronco”. Gracias a este modelo se facilita la visualización de los documentos y su posterior análisis. Cabe resaltar que en el proceso de revisión de la Comunicación Organizacional se tienen en cuenta datos que complementan el artículo: producción científica por años, producción científica por países, autores más citados, y revistas con más publicaciones y su relevancia. Como resultado se evidencia la utilidad de la analogía del árbol para plasmar la evolución epistemológica de la CO a través de los años. Así mismo, la metodología usada presenta grandes oportunidades para la realización de análisis bibliométrico, lo cual tiene aplicaciones en diversos campos del conocimiento científico.



## INTRODUCTION

The Organizational Communication (OC) is a growing discipline, especially since the second half of 20th century, when Shannon (1948) introduced a new scope and systematization for sharing information. With the advances, modifications, and creations of new social paradigms and facing different obstacles, Communication had to develop a new study field: Organizational Communication. This new study field was fed by several disciplines such as philosophy, sociology, anthropology, or psychology. Therefore, the OC could explain organizational behaviors since communicative acts.

The progress that has been done in OC aims to specific epoch peculiarities, for example, the research about email inside the organization (Carlson & Zmud, 1999; Markus, 1994) gave rise to documents focusing on new technologies (Zhu, 2019). Likewise, the researches in OC are related to gender studies within the organization (Trittin & Schoeneborn, 2017) and the communicative constitution of organization (CCO) (Boivin et al., 2017; Kuhn & Schoeneborn, 2015). In this sense, it is suggested that OC adapts itself to the different social dynamics.

Likewise, in 2020 with the pandemic due to COVID - 19, several organizations have had to face different obstacles: financial, social, cultural, and ways to work. Therefore, the managers of organizations have turned to communication professionals searching for solutions (Sanders et al., 2020). This review, in the particularity of the 2020 global pandemic crisis, shows the number of scholars researching in OC, the most relevant journals and countries, taking into account the current situation.

Some efforts have been made to summarize the evolution of OC. Therefore, there are some reviews, for example, Keyton (2017) who covers the history of OC and points out some trends of research. Canary et al. (2015) review the policies of OC, hence it could generate classification subgroups for their subsequent analysis. Nonetheless, it has not been made a bibliometric analysis about the evolution of this relevant study field. In this sense, this research tries to make an analysis of the scientific literature about OC, in addition, shows the evolution of the study field, using the metaphor of the tree. For this objective, it was carried out a search in databases Scopus and Web of Science (WoS). The results were processed with different tools such as Bibliometrix and Tree of Science (ToS).

In the first part is the methodology with the search criteria

used for Scopus as well as WoS. The documents are organized into 3 categories, which are explained in the Method and Data section. Afterward, the results are presented, showing the scientific production by year and country, the main authors and countries in the OC study field and the networks created thanks to the researchers' production. The main documents are presented using the tree metaphor (Roots, Trunk, and leaves), each section is explained in detail. Finally, conclusions and future research are presented.

## METHODOLOGY

A quantitative approach was used for the bibliometric analysis, in this sense, as Zupic & Čater (2015) explain, increasing rigor, objectivity and decreasing the bias of researchers in the review. This type of orientation has been used by several researchers in the management field with valuable outcomings (Diez-Vial & Montoro-Sanchez, 2017; Vallaster et al., 2019; Ye et al., 2020).

To reach the main objective this research was carried out in two stages: scientific mapping and network analysis. In the first, the data was searched in WoS and Scopus, analyzing the bibliometric indicators. In the second stage, considering the documents in the first stage and their bibliographic references as well, the network could be constructed.

### Scientific mapping

For the development of this section, the bibliometric methods suggested by Zupic & Čater (2015) were used: Citation analysis, Co-word analysis, Co-citation analysis, Co-author analysis and Bibliographical coupling analysis. Citation analysis presents a historical evolution of the research area categorized by database, country, journal, and author. Co-word analysis shows and measures the most representative Keywords and their co-occurrence in the textual data. Co-citation analysis shows the network of citations and collaboration. Co-author represents the collaboration between authors. Finally, bibliographic coupling analysis connects different documents based on shared references, allowing them to identify the emerging fields, in this case, perspectives (Network). The Bibliometrix tool was used to visualize the elements mentioned above (Aria & Cuccurrullo, 2017), because it is free software and with multiple functionalities. The searching criteria in databases is presented in Table 1, in addition, these elements arise from previous literature reviews.

**Table 1.** Search Criteria

Applied Filters	Database	
	Web of Science	Scopus
Searches	Title, abstract, author keywords, and Keywords Plus.	Title, abstract, keyword
Time restriction	2005-2020 (Search date February 2 2021)	
Document Type	Article, Books, Book Chapters and Conference papers	
Journal Type	whatever	
Keyword combination	"organizational communication" OR "communication organizational "	
Total per database	1046	1935

**Source:** own elaboration based on Scopus and WoS data (2020).

The articles allow to extract the references and create the network, calculating In-degree, out-degree, and betweenness. The different documents obtained are categorized through the scheme of the tree (Hernandez et al., 2020; Robledo et al., 2014). The documents are organized in 3 categories: the roots (out-degree), where the source documents are located, hegemonic, classical, or the intellectual knowledge base of a field (Persson, 1994), which are cited but not quoted. The trunk (high betweenness) gathers the documents which are known as a structural or intellectual structure that marks the traditions of research in the field.

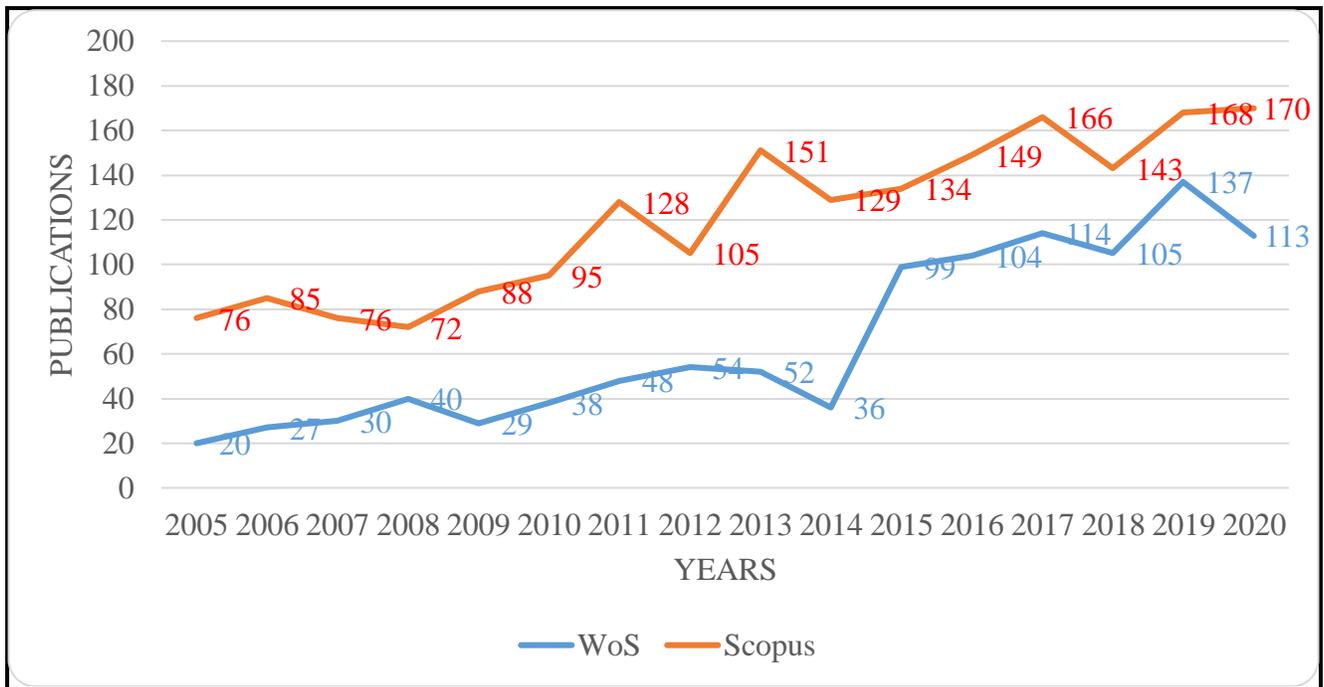
Finally, the leaves (high outdegree) gather the most recent documents which have cited the documents in the same network or in the knowledge base (trunk and roots) nonetheless have not yet been significantly referenced to show the most important research and highlight perspectives (Price, 1965). The mentioned methodology has been used in different research in the past with valuable

results (Buitrago et al., 2020; Duque, Meza, et al., 2021; Duque, Samboni, et al., 2020; Duque, Toro, et al., 2020; Duque & Cervantes-Cervantes, 2019; Duque et al., 2021a, 2021b; ; Ramos-Enríquez et al., 2021; Trejos-Salazar et al. 2021; Salazar et al., 2020).

## RESULTS

### Scientific production

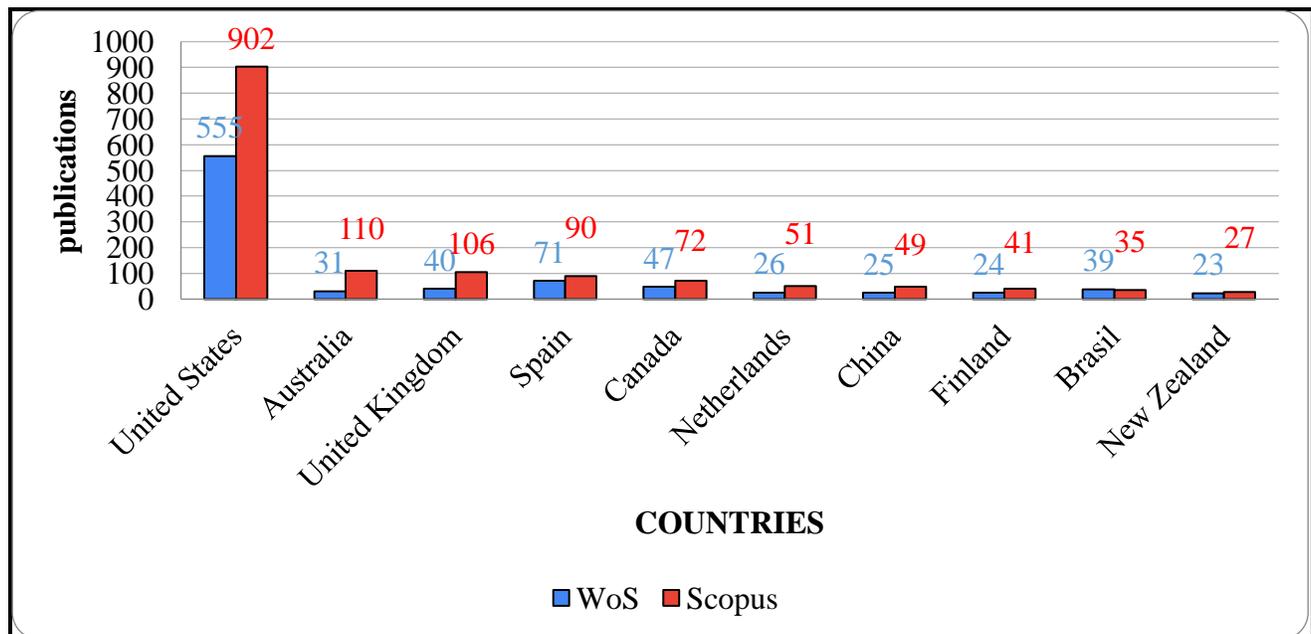
Figure 1a shows the number of articles in the databases concerning the OC theme that were published between 2005 and 2020; a total of 1935 records in Scopus, and 1046 in WoS. As it is shown, the investigation on this field has been growing for the last 15 years. To exemplify this, the period of highest production was 2020 with the publication of 170 articles published in Scopus and 137 articles published in WoS, which represents 9 % and 11 % of the total publications on CO respectively.



**Figure 1a.** Production by database  
**Source:** own elaboration based on Scopus and WoS data (2021)

Figure 1b, Production by country shows the list of the ten countries that lead publishing on OC; In the first place, United States leads the list with 555 publications in WoS and 902 in Scopus, the second country is Australia with 31 in WoS and 110 in Scopus, and the third is United Kingdom

with 40 publications in WoS and 106 in Scopus. The leadership of United States of America is considerable and outstanding; it counts with 53 % of the publications in WoS and 46 % in Scopus.



**Figure 1b.** Production by country  
**Source:** own elaboration based on Scopus and WoS data (2021)

### Main authors and journals

Regarding the most relevant authors, see Table 2; their importance is established given the number of documents published on OC in each of the databases (WoS and Scopus). This table also shows the number of citations received and their h-index. These indicators are used to

measure the scientific productivity of each researcher (Hirsch, 2005). The author François Cooren from the University of Montreal leads the list in WoS with 16 publications and Scopus with 25 publications. Considering the number of citations, François Cooren leads the table with 2 259 and 2 578 citations in WoS and Scopus respectively.

**Table 2.** Publications by author

WoS				Scopus			
Author	Number of publications	Number of citations	Index h	Author	Number of publications	Number of citations	Index h
<b>Francois Cooren</b>	16	2.259	25	Francois Cooren	25	2.578	28
<b>Patrice M. Buzzanell</b>	11	1.122	19	Patrice M. Buzzanell	19	1.883	24
<b>Dennis Schoeneborn</b>	11	679	13	Timothy R. Kuhn	14	1.643	18
<b>Boris H.J.M. Brummans</b>	10	420	11	Dennis Schoeneborn	12	760	15
<b>Ryan S. Bisel</b>	9	347	11	Ryan S. Bisel	13	379	13
<b>Tracy, Sarah J.</b>	8	2.731	15	Keri Keilberg Stephens	11	1.029	18
<b>John C. Lammers</b>	8	508	12	Tracy, Sarah J.	11	3.642	19
<b>Jeffrey W. Treem</b>	9	449	9	James R. Taylor	6	1.296	19
<b>Karen Lee Ashcraft</b>	7	1.762	18	Boris H.J.M. Brummans	10	551	12
<b>Timothy R. Kuhn</b>	7	979	12	Karen Lee Ashcraft	6	2.059	23

**Source:** own elaboration based on Scopus and WoS data (2021)

In table 3 is listed the ten scientific journals with the highest number of OC publications; also, it associates the quartile in which each of the journals is located and its impact factor. The journal with the most number of published documents is Management Communication Quarterly with 141 in Scopus and 129 in WoS, nonetheless, its impact is not the highest of the list. In terms of distribution and

classification by areas, in WoS, 49.04 % of the publications are in the Communication category, 27.82 % in Management, 9.56 % in Business, and 6.97 % in Information Science Library Science. While in Scopus, 56.34% are related to the Social Sciences classification, 38.65 % to Business, Management and Accounting, and 15.24 % to Arts and Humanities.

**Table 3.** Publications by journals

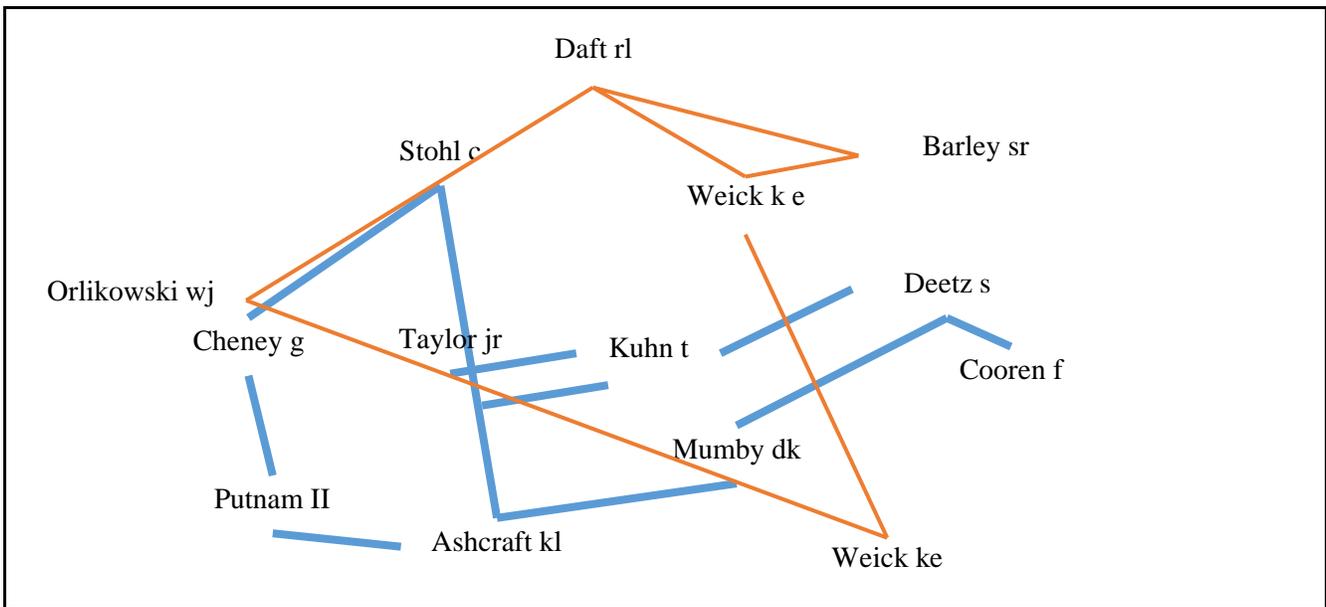
Journal	Number of publications	Quartile	Database	Cited/Document Scimago
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<b>Management Communication Quarterly</b>	141	Q1	Scopus	1.954
	129	Q3	WoS	
<b>Communication Teacher</b>	52	Q2	Scopus	0.329
	34	N/A	WoS	
<b>Profesional de la Información</b>	32	Q1	Scopus	1.194
	33	Q3	WoS	
<b>Journal Of Applied Communication Research</b>	26	Q1	Scopus	1.658
	28	Q4	WoS	
<b>Communication Monographs</b>	16	Q1	Scopus	5.569
	22	Q1	WoS	
<b>Communication Studies</b>	21	Q1	Scopus	1.154
	9	N/A	WoS	
<b>Corporate Communications</b>	21	Q2	Scopus	1.685
	7	N/A	WoS	
<b>Communication Quarterly</b>	16	Q1	Scopus	1.226
	9	N/A	WoS	
<b>Organization Studies</b>	16	Q1	Scopus	5.536
	15	Q2	WoS	
<b>Communication Theory</b>	10	Q1	Scopus	2.548
	12	Q2	WoS	

**Source:** own elaboration based on Scopus and WoS data (2021)

The next figures show four bibliographic elements. The figure 2a is the co-citation network, which allows identifying the most outstanding authors in terms of citation counts (White, 2003), in this case, George Edward Cheney and Karen Lee Ashcraft; these researchers are part

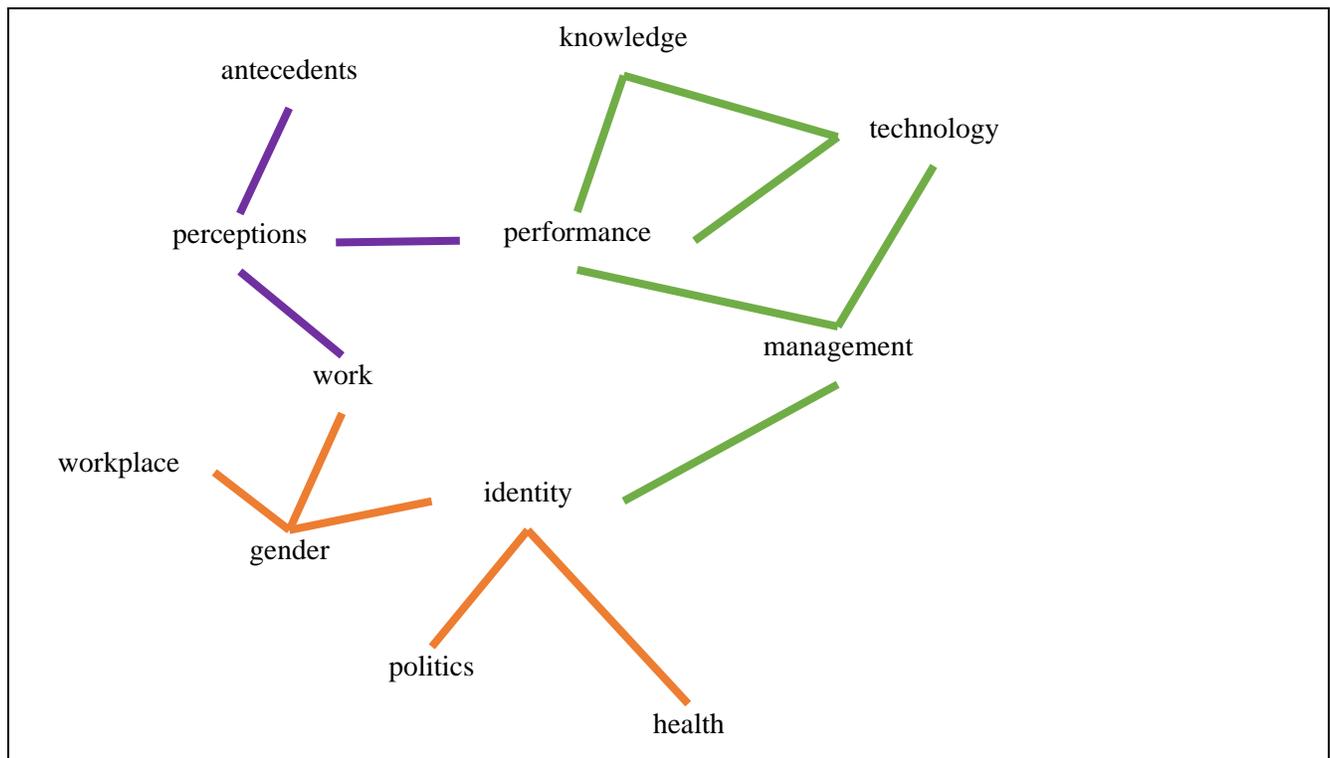
of the list of the most relevant authors presented above. With this figure, groups of authors who support each other could be analyzed, also it could be identified the authors who are working on the same topic.



**Figure 2a.** Co-Citation network  
**Source:** own elaboration based on “R” data (2021)

Figure 2b, draws the interconnection between words, this network was generated from the Keywords “plus” (keywords assigned by the magazine) of each article within

the network. Therefore, this could be a first look at tendencies in the studied field.



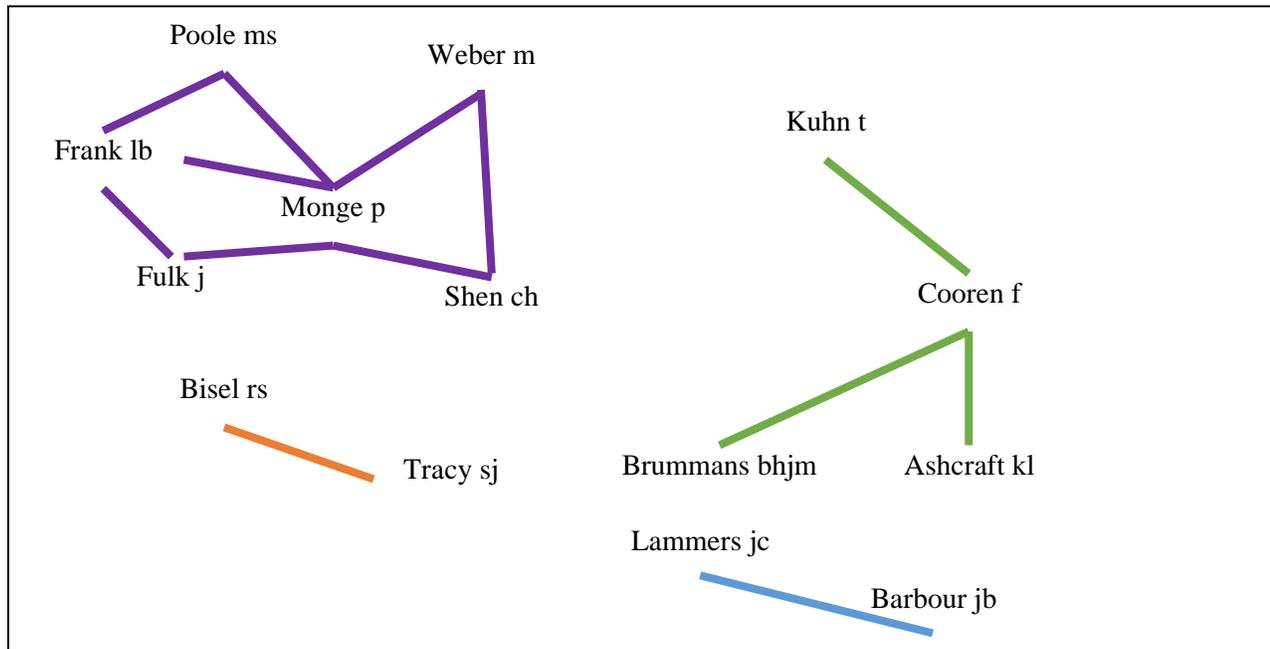
**Figure 2b.** Co-occurrence Network  
**Source:** own elaboration based on “R” data (2021)

Figure 2c, shows close cooperation between Cooren, Ashcraft, Khun and Brummans. As table 2 shows, Cooren

has 14 publications of which 5 are written in collaboration with these authors; these lead the production in WoS,

showing that collaboration between authors generates a more significant impact in their productivity (Lee &

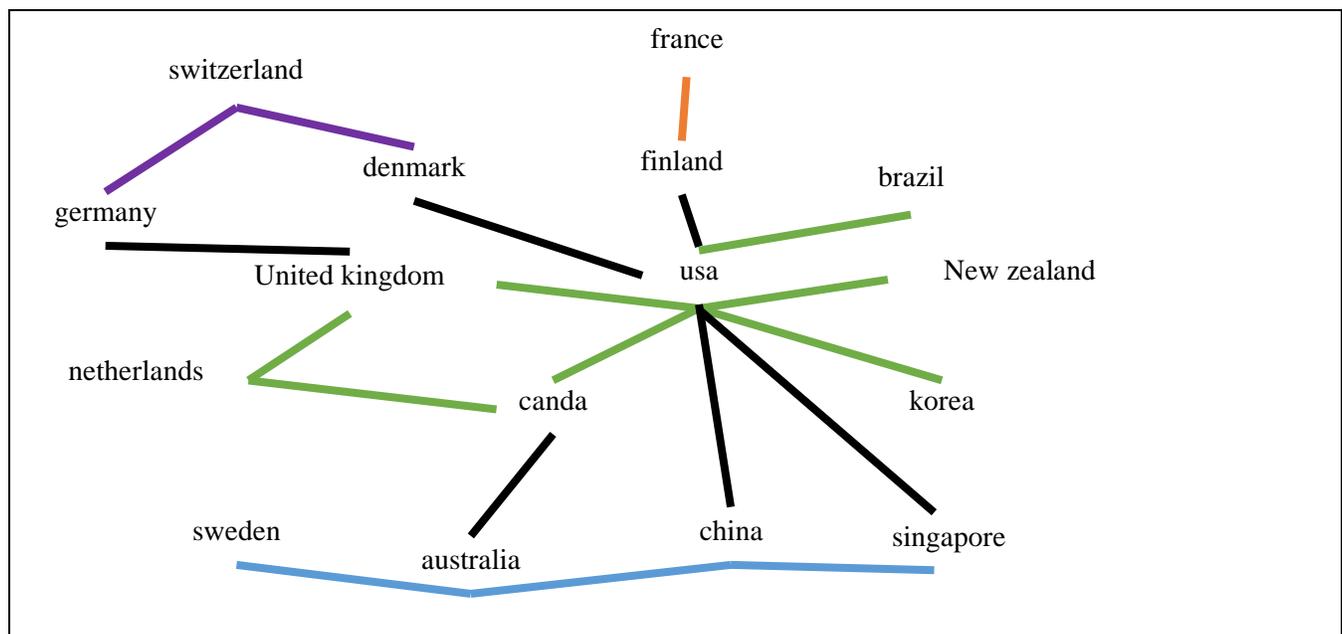
Bozeman, 2005)



**Figure 2c.** Collaboration network authors  
**Source:** own elaboration based on “R” data (2021)

Finally, the fourth shows the network of collaboration between countries; in this case, the United States, has similar links with several countries, it must be mentioned

that, among these links, there is not a country that overpass the others in terms of cooperation.



**Figure 2d.** Collaboration network Countries  
**Source:** own elaboration based on “R” data (2021)

### **Main documents (tree)**

The present section is divided into roots, trunk and leaves following the tree analogy. The documents were divided into empirical and theoretical documents considering their approaches, by doing so, the reader has two organized document groups, which facilitates the visualization and comprehension of the document.

### **Roots**

Within the classic documents, there are two main categories, the first, where the articles that provide theoretical contributions are related, and the second articles of empirical approach. These documents are the base of the OC. They are hegemonical in the field and draw the beginning of different possibilities of study.

### **Theoretical documents**

One of the investigations that is part of this category is developed by Daft et al. (1987) who carried out one of the first literature reviews on organizational communication, where the why and how organizations process information is analyzed. Thus, they create frameworks in which the research contributions that are useful when answering these questions are summarized. One of the findings is that ambiguity has not been rigorously studied and is therefore not found in organizational models.

However, Eisenberg (1984), establishes the strategic importance of ambiguity in organizational communication, since not in all situations it is necessary to be explicitly clear. The article shows that the communication strategy is more important than clarity in certain communicative acts, depending on the context and the objective pursued.

Yates & Orlikowski (1992) take the genres of communication as a study concept and use them to explain organizational communication in terms of structuring theory. This explains how communication shapes the actions of individuals in an organization.

Taylor et al. (1996) take into account the communication process as a double translation: from text to conversation and from conversation to text, based on this, there is a complex process where the organizational identity emerges and the structures social occur.

Stohl & Cheney (2001) establish as a fundamental factor of organizations the change and adaptability to it. Since more and more companies are multicultural and diverse, however, paradoxes arise when considering these factors and therein lies the challenge for the leaders of the organizations, in maintaining a balance giving the worker greater importance, voice and vote without sacrificing other elements of the company.

Kirby & Krone (2002) investigate family businesses and the benefits that members have for being part of the family. These benefits can affect the normal development of the organization's activities, especially because the fact that there is a policy within the organization does not mean that it is fully complied with.

Fairhurst & Putnam (2004) Cooren (2004) discuss and analyze the relationship between discourse and organization; argue that to reveal a complex point of view in the relationship between discourse and organization, it is necessary to take into account 6 key elements.

### **Empirical documents**

Downs & Hazen (1977) where the relationship between communication and satisfaction is explored, it should be noted that although before these work approximations were made to the relationship between communication and satisfaction, not all were multidimensional but rather one-dimensional, so their approaches, although fundamental, do not encompass the total complexity of this relationship.

Another research carried out by Axley (1984) discusses organizational communication considering the "conduit metaphor". Thus, most of the discussions and contributions made in organizational communication can be framed in the so-called "conduit metaphor".

Daft et al. (1987) focus their attention on middle and high command administrative staff, with the aim of explaining their choice of the media. Fulk (1993) takes into account previously made approaches to communication technologies, which establish an interaction between social agents, their effects, attitudes and uses, and how these elements converge in social systems.

In 1994 the American researcher Markus (1994) approached organizational communication trying to answer the questions of why and how managers use email. Thanks to a triangulation of information between "information wealth theory" and two alternative explanations: "critical mass theory" and social definition theories.

Carlson & Zmud (1999) focus their research on the use of email as a means of communication within organizations, thus trying to test the theory of "channel expansion". Among the findings, the usefulness of a communication channel can vary between people depending on the situational context.

Alvesson & Karreman (2000) in their research clarify the different meanings that the word discourse can have, which

is used in an ambiguous way in organizations and is used as a smokescreen for an ambivalent point of view of language.

### **Trunk**

The documents considered as a continuation of the classics are also divided into two major categories according to the class, whether they are theoretical or empirical. The trunk collects the documents which are known as a structural or intellectual structure that marks the traditions of research in the field of the OC.

### **Theoretical documents**

Jones et al. (2004) has reached a generalized conclusion: organizations are created thanks to the communicative acts that the people who make up the organization have. Based on this, 6 challenges of future organizational communication are highlighted.

Ganesh et al. (2005) and Lammers & Barbour (2006) focus their efforts on showing the need for professionals in organizational communication to get closer to the nature of globalization itself. Also, it is explained that OC must be focused on a broader sphere (macro phenomenon)

Cheney & Ashcraft (2007) analyze the term "professional" which contains many points of view and is sometimes conflicting due to its ambiguity. Guowei et al. (2008) take into account 112 studies of organizational discourses between 1981 and 2006, thus identifying the various conceptualizations of the concepts "communication" and "discourse".

Another theoretical research is the one of Ashcraft et al. (2009) who establishes the importance of making organizational communication more "tangible", taking into account the academic and organizational context of the United States.

Cooren et al. (2011), Schoeneborn & Scherer (2012) and Schoeneborn et al. (2014). These investigations present the communicative constitution of organizations as an epistemological field that has gained strength in recent years.

Miller et al.(2011) emphasize the value of quantitative research in organizational communication exploring daily problems and their relationship with other investigative approaches.

Kuhn (2012) closes the conception of the organization as micro and macro, from which the study of behavior is derived organizational for the micro level and theories of

organization for the macro level: This leads to omitting key elements both from one perspective and another for a proper understanding of the organizational phenomenon.

Finally, there is Tracy (2017) who establishes the importance of practical knowledge or phronesis, where it is necessary that the people of the organization apart from having an epistemological knowledge about the organization, also have the capacity to act in an improvised and adaptive way.

### **Empirical documents**

Within this class of investigations, there is Ashcraft (2007) who focuses her efforts on giving visibility to the division of labor based on race or gender. For this, organizational communication and its metaphorical content are first taken into account, which somehow overshadows the amount of speeches that organize the work.

Kuhn (2008) taking into account previous advances in organizational communication, proposes an alternative vision to it, with the aim of making more precise or adequate approaches, this without ignoring what has previously been done. Thus, he proposes an alternative point of view for intra and extra organizational communication.

Finally, there is the research carried out by Cooren et al. (2013) who takes into account the tensions that arise in an organizational environment and develops a new conceptual approach to analyze how these organizational tensions affect the proper functioning of the organization. Said approach considers the metaphor of the ventriloquist, which in this case shows how the members of the study organization are controlled or animated by different principles, values, interests, ideologies, and norms, making people act as "figures".

### **Leaves**

The documents considered in this section are also divided into two major categories according to the class, whether they are theoretical or empirical. The documents in this section are the newest which have cited the trunk and roots documents. Here it could be analyzed some future perspectives of OC study field.

### **Theoretical documents**

Norton (2007) proposes to articulate the premises of the theory of structuring with public participation in the environment. Lammers (2011) considers institutional messages in terms of strength, scope and intentionality, with the aim of studying the concept of message from a theoretical approach. Lee & Monge (2011) examines the

evolutionary patterns and determinants of multiple organizational communication networks, taking as a basis the data collected between the years 1997 to 2005 of development projects of the information and communication departments.

Yang & Taylor (2015) try to fill the gap that exists between relationship strategies and network tactics, providing communication scholars with conceptual tools to better study the different relationships in society. Trittin & Schoeneborn (2017) aim to work on diversity as polyphony since a point of view can be said by several people or one person have several points of view, which generates a development in the organization. Koschmann (2016) is based on the administration of communication in different civil societies, taking into account its various stakeholders with their consequent different points of view and objectives. Thus, this research takes communication as the key to managing different civil societies. Bruscella & Bisel (2018) extend the theory of the four flows to explain how constitutive flows are related to materials. For this, an Islamic terrorist organization is used as a case study and its members and the propaganda they use are taken into account.

### **Empirical Documents**

Shih (2006) uses two concepts "pull" and "push" to determine the effects of technology, communication and coordinated tasks through e-mail. Likewise, it explores the appropriate contexts for the use of email in cooperative work. Fuller et al. (2006) use the study carried out by the Web-based Education Commission, it is concluded that for an adequate implementation of E-learning it is essential to take into account certain variables, above all the individual variables, it is at this point that the present research emphasizes, analyzing the anxiety of the individual in the face of virtual communication.

Norton (2008) took into account the 1996 issue of 1.9 million acres in Utah - United States, where it was debated which rights should prevail in the administration of these public lands. Thus, the opposing discourses that were used in the debate and were suitable for this research are studied, due to their duration and the public policies that mainstream them. Lee et al. (2014) base their research on the following: Although employees use several ICTs in an interaction, it is also true that the perceptions of risk associated with the communicative environment mediated by ICT's increase. This research examines this dichotomy in a consulting firm.

García-Carbonell et al. (2016) carried out this research taking into account the few models that explain the process

through which the human resources administration proposes and implements different strategies. Thus, a process model is proposed whose objective is to expand previous research in the communication of human relations to include the formulation and implementation of human relations management systems. Yue et al. (2019) take into account the literature and previous work on the impact that communication has on employees and their resistance to change. Therefore, transparent organizational communication is worked in order to analyze the attitudes that employees have towards changes. Brown et al. (2019) take into account the advances made previously in organizational communication and focus their efforts on analyzing the communication made by the leaders of the organization, their styles to communicate and how this affects relationships with employees and in turn the commitment of employees to the organization.

## **DISCUSSION**

The review on OC shows this discipline in constant growing, considering the published documents by year. The results draw that, OC researchers have their highest production in the United States of America, a leader country in documents OC-related, this allows to identify where one could find the most scholars in this discipline, likewise, where the most prolific OC study centers are located. It is important to highlight that as the most bibliographic production is in the United States of America, one could take advantage of the lack of production in other countries since this allows the creation of institutions or research groups focus on OC.

Considering the publications by author, it evinces that in WoS database the number of citations and H-index of each author, always is less than the numbers obtained in Scopus database. This is related to the number of publications, which is also less in WoS. The previous information is remarkable for OC scholars since there are more available documents for research in Scopus than in WoS. The "why" of this situation could be related to the publications by journal. There are some journals categorized by Scopus that are not in WoS or at least not at the same quartile. Therefore, scholars are more inclined to publish in Scopus than in WoS because there are more journals in the first.

Regarding the collaboration network, it evinces the usefulness of collaborating with other scholars, since it can obtain a higher impact in the OC discipline. The mention authors in collaboration network, become part of the most cited authors in OC. Hence, it could be demonstrated that collaboration among different authors could be a decisive and differentiating factor at the moment of generating

impact in a specific study field.

Finally, it is evident that the approach of OC has changed through the years. In the XX century, scholars of this discipline were more interested in answer or research about the most efficient way to inform, and the use of e-mail. As the XXI century was advancing, the scholars were changing their approach to the leadership and its relationship with workers, the discourse used by employees, and the theory of OC itself.

## CONCLUSION

Using scientific mapping and the tree analogy as an innovative way of conducting a systematic literature review (focusing on the Scopus and WoS databases as sources of documents), this study has contributed to the analysis and understanding of Organizational Communication. Using tools such as bibliometrix and ToS, it was possible to obtain relevant information about the OC discipline. In this research, network theory and bibliometric indicators were combined. These elements made it possible to analyze the production of literature on OC, and to identify its main authors and sources.

The results show that, despite being a relatively old topic, it has been growing for decades, more important is that in recent years OC increases its growth significantly, and this increase confirms the trend in the number of OC-related articles found in past reviews. However, the studied field requires further development, theory improvement and empirical validation.

The present research shows the United States as the country that concentrates the highest scientific output on OC and draws the low participation of developing countries in researching this field. This has several causes, the lack of interest of scholars in researching OC, a more fructiferous study organizational field, the misconception of the contributions of OC, among others. Also, this article shows the cooperation between authors and their production in specialized magazines. Considering this, scholars interested in OC have a resource for searching the most valuable specialized magazines. Therefore, scholars could review the latest academic documents, look for trends in OC, or search for the most important authors in this knowledge field.

Talking about the papers shown in the tree, it could be traced to evolution of OC, taking into account the research in the late '80s and early '90s where the main documents try to answer how's and why's about communication, this fostered the epistemological field of OC, here it could be

found researches such as the role of communication in the shaping of workers. In the new century (XXI) scholars start to wonder about communication technologies, especially e-mail and the use of the internet within the organization. This also demonstrates that OC adapts itself to the different necessities of society, according to the epoch.

The documents in the trunk continued the path of the previous scholars. The found documents show the capacity of OC to adapt to different situations depending on the peculiarities of each epoch. In the new century (XXI) scholars aimed to research about globalization and improve the OC's terminology, therefore, studies about discourse and communication were carried out and the epistemological background was developed. Thanks to this approach and as a consequence, the documents in the leaves focus on gender studies and the differences in the discourses from men and women, communication technologies such as teleconference, leadership and its capacity to motivate employees, and the capacity of communication to create and constitute organizations.

Finally, there are some limitations. The search criteria did not consider other databases and the period was 15 years long (2005-2020) which could be wider. For future studies, the scholars could consider focusing their research on the trends of OC, having as a starting point the leaves of this article. Also, the searching criteria could comprise other terms for example Internal/External Communication.

## Declaration on conflict of interest

This article is attached to the research project "Comunicación Organizacional en tiempos de crisis" (Organizational Communication in crisis times) of Universidad Católica Luis Amigó. Nonetheless, considering the institutional relationship of 3 authors with the Universidad Católica Luis Amigó, this institution did not have incident in the conducting, the composition of the article, and the results and their interpretation.

It is expressed that the authors in this article are independent regarding to the financial institution, and during the composition of the article it has not influenced on interests or different values proper to the present research.

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