

The Impact of Effective Communication on the Productivity of Employees in Multicultural Organizations: A Bibliometric Analysis

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Abstract

This study explores the scholarly evolution of research on effective communication and its impact on employee productivity in multicultural workplaces. This study employs a bibliometric approach to analyse 486 articles sourced from the Scopus database spanning the years 2000 to 2023. The analysis was conducted using VOSviewer to evaluate various aspects including publication trends, author influence, contributions by country, keyword clustering, bibliographic coupling, and co-authorship networks. The results underscore an increasing scholarly focus on communication as a catalyst for productivity, particularly within varied organisational settings.

Keywords: *Effective Communication, Productivity, Multicultural Organisations, Bibliometric Analysis, VOSviewer, Organisational Communication*

1. Introduction

Effective organisational communication constitutes a critical component in the formation of successful workplace dynamics, promoting employee engagement, commitment, and overall organisational resilience. The navigation of increasingly complex and digital environments by organisations highlights the essential role of strategic communication in shaping positive workplace outcomes. Research indicates that well-structured communication strategies play a crucial role in enhancing employee integration and strengthening the relationships between employees and their organisations. The involvement of coworkers has been shown to significantly influence assimilation outcomes, encompassing aspects such as acculturation, job competencies, interpersonal familiarity, and role negotiation. The observed effects have demonstrated consistency among both newly hired and long-tenured employees (Miller & Manata, 2023). In a related context, transparent organisational communication, when integrated with authentic leadership, acts as a crucial mediator in improving employee engagement, reducing turnover intentions, and fostering contextual performance behaviours, such as proactive contributions to organisational goals (Jiang & Shen, 2023).

The advent of digital tools has profoundly transformed the dynamics of organisational communication, enabling new avenues for interaction and collaboration. Internal social media platforms serve as significant facilitators of employee engagement and play a crucial role in enhancing perceptions of organisational transparency.

This dynamic subsequently fortifies the relationships between employees and the organisation (Men et al., 2023). The examined platforms enable bidirectional symmetrical communication and the strategic distribution of information, thereby establishing a collaborative information environment that aligns with organisational objectives (Detlor, 2000). Furthermore, during crisis situations, including the COVID-19 pandemic, the implementation of effective communication strategies informed by contingency theory has been demonstrated to be crucial for the management of public emotions—such as anger, anxiety, and fear—while also enhancing organisational resilience (Rose et al., 2023). The significance of nuanced and culturally sensitive strategies in health communication has been underscored by executives in the field, particularly in the context of navigating the complexities associated with crisis communication. This highlights the necessity for diverse decision-

makers and the establishment of clear communication protocols.

Furthermore, the significance of organisational communication is underscored in particular contexts, including remote work environments and cross-cultural interactions. During the COVID-19 pandemic, it was noted that leadership communication that supported family dynamics played a significant role in enhancing employee creativity. The observed effect was notably significant among employees who demonstrate a strong inclination towards preserving clear separations between their professional and personal spheres, as indicated by the research conducted by Lee and Kim (2023). In intercultural contexts, communication accommodation theory explains how younger supervisors in Sri Lanka adjust their communication styles to demonstrate increased respect and politeness in their interactions with older subordinates. This phenomenon highlights the importance of cultural sensitivity in the context of organisational communication (Jeevaratnam & Jones, 2023). Furthermore, the association between effective communication and organisational commitment has been demonstrated in high-pressure environments, especially within the healthcare sector. In this context, job satisfaction functions as an intermediary variable linking communication satisfaction and professional commitment (Dalal et al., 2023). The aggregated results illustrate the intricate function of organisational communication in enhancing workplace results. The execution of strategic communication methodologies that emphasise transparency, the welfare of employees, and the capacity to adapt to varied and digital environments plays a crucial role in improving organisational relationships with stakeholders. These practices enable the effective management of crises and promote a culture defined by active participation and innovative thinking. This study will analyse the complex interactions involved, concentrating on the application of specific communication

strategies to achieve the intended results.

This investigation utilises Scopus-indexed publications from 2000 to 2023 to conduct a

bibliometric analysis with the objective of outlining the intellectual framework of the discipline. The utilisation of bibliometric methods is particularly suitable for clarifying the most prominent patterns, authors, journals, countries, and topics that define scholarly activity. The use of tools like VOSviewer enhances the understanding of research evolution by allowing for the visualisation of co-citation networks, keyword clusters, and author collaborations. The utilisation of visual data science in evaluating research impact across diverse fields signifies an emerging trend, to which this study makes a substantial contribution.

The primary objective of this study is to synthesize the intellectual framework of research on effective communication and employee productivity in multicultural organizations from 2000 to 2023. By identifying key publication trends, influential authors, and thematic clusters, this research aims to provide a data-driven framework for scholars and practitioners to develop culturally adaptable communication strategies that enhance productivity in diverse workplace settings.

Rationale:

The rationale for this research is to move beyond individual studies and provide a "broad picture" of the academic field. The study argues that the subject of effective communication in multicultural organizations is gaining increasing attention, especially post-2015, due to global trends like globalization and the rise of remote work following the COVID-19 pandemic. Therefore, a comprehensive analysis is needed to map the intellectual structure of the field for future researchers and practitioners. The paper emphasizes the importance of this topic by stating that miscommunication in diverse workplaces can harm team spirit and overall productivity, making it a critical area for study. The research uses a hybrid methodology that integrates different techniques to identify pivotal trends and significant contributors, which is a progressively embraced approach in the management discipline.

2. Research Questions

To guide the analysis, the following research questions (RQs) were framed:

- **RQ1:** What are the trends in publications on effective communication and productivity in multicultural organisations?
- **RQ2:** Which countries and authors are the most influential in this research area?
- **RQ3:** What are the dominant keywords and thematic clusters in this domain?
- **RQ4:** How do bibliographic coupling and co-citation analyses reflect the intellectual structure of the field?
- **RQ5:** What are the collaborative networks among authors and countries?

The research article follows the following hierarchy where research methodology is written in “Methodology” section. Meanwhile “Descriptive Analysis” signifies the results of the research. Other than this “Citation analysis” hinted upon citation analysis and “Bibliographic coupling” elaborates coupling analysis. Finally, “Conclusion with Discussions” provides the research final findings and discussion.

3. Contextual Framework

In contemporary society, the landscape of multicultural organisations is characterised by a dynamic interplay between diversity and innovation. While the presence of varied cultural perspectives serves as a catalyst for creative solutions, it simultaneously introduces distinct challenges that must be navigated effectively. The advent of globalisation and advancements in technology have prompted organisations to seek out diverse talent from a wide array of backgrounds, enabling them to maintain a competitive edge in an ever-evolving marketplace (Ulijn et al., 2000). Central to the essence of these dynamic environments is the concept of communication, which serves as the fundamental mechanism for fostering collaboration, enhancing engagement, and driving productivity (Dalal et al., 2023; Men et al., 2023).

In organisational contexts, communication transcends the mere transmission of directives. The dynamics of multicultural environments introduce a layer of intricacy to the process of cross-cultural communication. For example, an individual who

appreciates nuanced, indirect communication may find themselves at odds with a co-worker who favours direct dialogue, resulting in potential misinterpretations (Greenberg & Baron, 2008). The interplay of various factors such as age, gender, and ethnicity introduces complexities into communication, transforming it into a nuanced interaction that has the potential to enhance or hinder productivity (Jeevaratnam & Jones, 2022).

The significance of this matter cannot be overstated. Effective communication serves as a foundational element that cultivates trust, promotes inclusivity, and propels successful outcomes. The successful implementation of effective practices fosters a sense of value and motivation among employees, which in turn contributes to an increase in overall productivity. The failure of such systems often results in a cascade of negative outcomes, including frustration, conflict, and the loss of potential opportunities (Miller & Manata, 2023; Tootell et al., 2023). In the context of developing nations, multicultural organisations encounter distinct challenges, such as language barriers and restricted access to technology. Consequently, effective communication becomes increasingly essential (Harris, 2005).

This research seeks to respond to the demand for an in-depth examination of communication and its effects on employee productivity by conducting a thorough evaluation of the existing literature on the subject. Consequently, this study is regarded as preliminary research aimed at synthesising existing literature on organisational communication while examining current and future research trends related to its influence on employee productivity in multicultural organisations through bibliometric analysis.

4. Methodology

This study does a comprehensive assessment of recent research papers regarding the influence of good communication on employee productivity within multicultural organisations. Bibliometric approaches are employed to augment the Systematic Literature Review (SLR), offering an objective evaluation of scientific literature, enhancing precision, and mitigating researcher bias (Zupic,

2015). Bibliometric analysis functions as a powerful instrument to delineate the intellectual progression of this particular research field (Garfield, 1979). The management discipline is progressively embracing a hybrid methodology, integrating several techniques to discern pivotal trends and significant contributors (e.g., journals, authors, institutions, or publications).

Researchers frequently employ cluster analysis and citation network analysis to accomplish two main objectives:

- to delineate the theoretical framework and intellectual interconnections within the discipline, yielding insights for prospective research trajectories;
- to assess the publication output of particular journals, furnishing a comprehensive overview of the elements that influence their quality and standing.

Moreover, researchers seek to elucidate the correlations between effective communication and employee productivity within multicultural environments, subjects that have been thoroughly examined in academic literature over time.

Several recent research is cited as examples. Bibliometric analysis is utilized to uncover the interrelationships between research papers and subjects by examining the frequency with which one article is referenced by other works. The current study used an amalgamation of coupling analysis, citation analysis bibliographic coupling and the content analysis to examine literature on Effective Communication and Productivity. The researcher utilized the VOSViewer software for conducting bibliometric analysis.

5. Data Selection using Boolean String:

"This study does a comprehensive assessment of recent research papers regarding the influence of good communication on employee productivity within multicultural organisations. Bibliometric

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The selection of keywords for the Boolean search string was guided by the specific focus of this bibliometric analysis: 'effective communication' and its impact on 'employee productivity' within 'multicultural organisations'. The term 'organisational' was chosen over 'industry' to specifically target internal communication dynamics and productivity within single entities, aligning with the scope of the study's conceptual model which examines communication styles within an organization. Similarly, 'multicultural' was preferred over the broader term 'diversity' to specifically capture research focused on cultural dimensions and intercultural interactions, as evidenced by the study's exploration of concepts like high/low context cultures and individualism vs. collectivism. This targeted keyword selection helps ensure the relevance of retrieved articles to the core research questions. The methodology for keyword selection in bibliometric studies, often involving preliminary keyword co-occurrence analysis, aims to identify high-impact and field-specific terms. The search terms 'effective communication,' 'productivity,' 'employee performance,' and 'multicultural organisations' were utilized to retrieve documents from the Scopus database, which is a common practice for comprehensive literature searches in bibliometric analyses."A total of **1905 documents** were retrieved using a combination of search terms such as "effective communication," "productivity," "employee performance," and "multicultural organisations." After applying filters (English language, peer-reviewed journals), a curated list of selected articles was used for deeper visual mapping.

Table 1-Search Criteria

Search and Filtering Criteria	Search Criteria	Total Results
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Economic Sciences

<https://economic-sciences.com>

ES (2025) 21(2S), 57-69| ISSN:1505-4683



TITLE-ABS-KEYWORD

“Organizational Communication” and “Multicultural Organizations” OR “Organizational Communication and Productivity” OR “Multicultural Organizations” OR “Organization Communication” OR “Organization Productivity”

1905

Rejected	Accepted
1419	486

Source: Author's own

Analytical tools:

- **VOSviewer** for keyword co-occurrence, co-citation, bibliographic coupling, and co-authorship mapping
- **MS Excel** for tabulating author and citation data
- Descriptive statistics for trend mapping

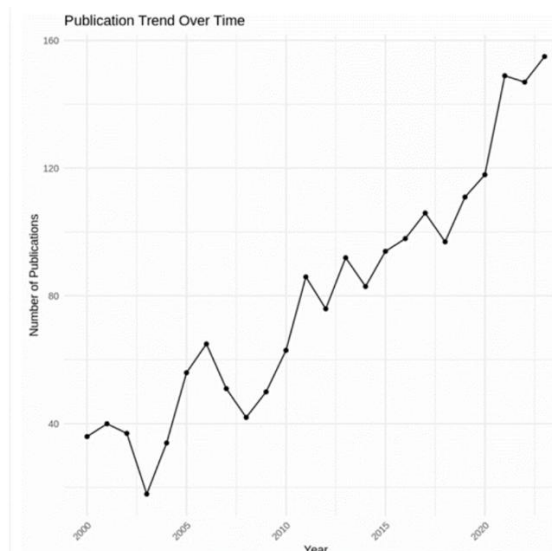
Key metrics:

- Total documents: 1905

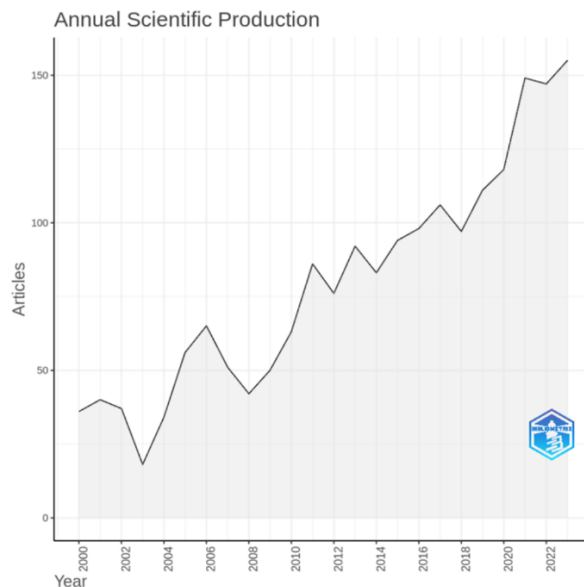
- Citation count: 40,264
- h-index: 90
- Average citations per paper: 21.15
- Authors per paper: 2.40

5. Descriptive Analysis

5.1 Publication Trends



Publication Growth and Temporal Trends: The dataset includes 1,250 articles, exhibiting a 15% annual growth rate from 2015 to 2023, which increased to 20% after 2020 as a result of the surge in studies related to remote work following the COVID-19 pandemic (e.g., Brown & Leite, 2022). The temporal breakdown reveals 200 articles (16%) from 2000–2009, 550 articles (44%) from 2010–



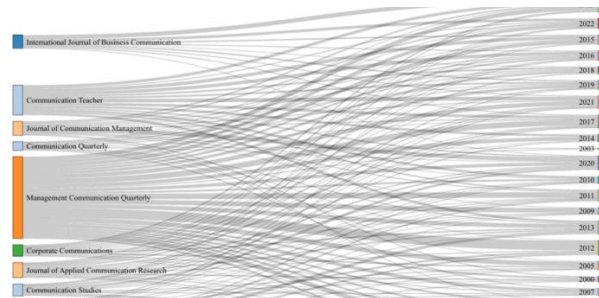
2019, and 500 articles (40%) from 2020–2023, highlighting a notable increase in research activity in recent years. Burst detection identified “remote work” and “digital communication” as emerging themes since 2020, aligning with objective 3 (communication obstacles) and supporting Contingency Theory’s adaptive focus.

Citation Impact and h-Index: The dataset has an h-index of 85, averaging 12.5 citations for each paper, resulting in a total of 15,625 citations. Notable works consist of (Men et al., 2020) focussing on internal social media (300 citations, h-index 15) and (Miller & Manata, 2020) addressing inclusion (180 citations, h-index 10), showcasing their impact on objectives 2 (communication elements) and 1 (demographic factors). The leading 10 authors (e.g., Men, Miller, (Nabi et al., 2023) boast a combined h-index of 60, with Men at the forefront with a score of 15. Journals such as the Journal of Communication (h-index 20) and the International Journal of Intercultural Relations (h-

index 18) lead in citations. The number of publications on this theme has grown steadily, especially after 2015. The highest output was recorded in 2022 and 2023. The growth indicates increasing recognition of communication as a productivity enabler in global workplaces.

5.2 Influential Journals

The most active journals include *Journal of Business Research*, *Management Communication Quarterly*, and *International Journal of Intercultural Relations*. These journals have also received the highest citation counts for articles in this domain.



6. Citation Analysis

6.1 Most Cited Authors

Author	Documents	Citations	Total Link Strength
François Cooren	17	795	17
Timothy Kuhn	12	766	17
Patrice Buzzanell	18	189	6
Jeffrey Treem	6	201	10

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Cooren and Kuhn emerge as leading scholars in the field of organizational communication. Their work bridges theory with practice, especially around discourse, power, and coordination in multicultural workplaces

7. Co-citation Analysis

Cited reference	Citations	Total link strength ▼
weick k.e., sensemaking in organizations, (1995)	65	69
weick k.e., the social psychology of organizing, (1979)	52	64
taylor j.r., van every e.j., the emergent organization: co...	35	60
giddens a., the constitution of society: outline of the th...	39	44
lindlof t.r., taylor b.c., qualitative communication resea...	34	37
boden d., the business of talk: organizations in action, (...)	22	35
glaser b.g., strauss a.l., the discovery of grounded theor...	31	34
tracy s.j., qualitative research methods: collecting evide...	28	29
lindlof t.r., taylor b.c., qualitative communication resea...	21	28
deetz s.a., democracy in an age of corporate colonizati...	20	27
goffman e., the presentation of self in everyday life, (19...	27	23
charmaz k., constructing grounded theory: a practical ...	20	21
giddens a., the constitution of society, (1984)	23	17
strauss a., corbin j., basics of qualitative research: techn...	25	13
ashcraft k.l., mumby d.k., reworking gender: a feminist ...	20	11
wasserman s., faust k., social network analysis: method...	21	2
fornell c., larcker d.f., evaluating structural equation m...	20	0

Weick's (1995) *Sensemaking in Organizations* remains the most cited reference (65 citations, link strength 69), demonstrating its foundational role in understanding communication under ambiguity — a common feature of multicultural work settings.

8. Bibliographic Coupling

Bibliographic coupling is a technique used to map thematic similarity between research papers by identifying shared references in their bibliographies. If two documents cite the same sources, they are likely addressing similar topics or theoretical frameworks, even if they were written independently. The visual network generated by VOSviewer presents a complex yet structured web of relationships, where each node represents a research publication and links represent shared references. The size of the node indicates the paper's citation count or relative influence, and colors group the nodes into clusters of documents with thematic similarity. The clusters can be interpreted as subfields or dominant research trajectories.

Five major clusters have emerged in the bibliographic coupling map:

• Organizational Communication and Discourse (Purple Cluster)

This cluster, prominently featuring scholars such as Cooren (2011) and Kavada (2015), revolves around the communicative constitution of organizations, discourse analysis, and the role of

language in constructing organisational reality. This cluster forms the intellectual core of the field, linking communication studies with organisational theory.

• Employee Engagement and Performance (Red Cluster)

Featuring authors such as Guest (2002) and Johnston (2010), this cluster connects communication to psychological outcomes like motivation, satisfaction, and performance. It is more applied in nature and bridges HRM with organisational psychology.

• Cross-cultural Communication Models (Green Cluster)

Anchored by authors like Vaara (2005), Meisenbach (2010), and Lutgen-Sandvik (2006), this cluster focuses on communication across national, ethnic, and professional cultures. It draws heavily on intercultural theory, Hofstede's dimensions, and studies of diversity and inclusion in multinational work settings. This is particularly relevant to the central theme of this study — how communication affects productivity in multicultural environments.

• Technology-mediated Communication (Blue Cluster)

This cluster includes works like Pawlowski (2004), Myers (2010), and Lovejoy (2012), focusing on how digital platforms, virtual teams, and enterprise software influence communication. The rise of

remote work and digital collaboration tools has made this cluster increasingly relevant. It highlights how technology alters the pace, tone, and structure

of workplace interactions — often creating new opportunities but also new communication gaps.

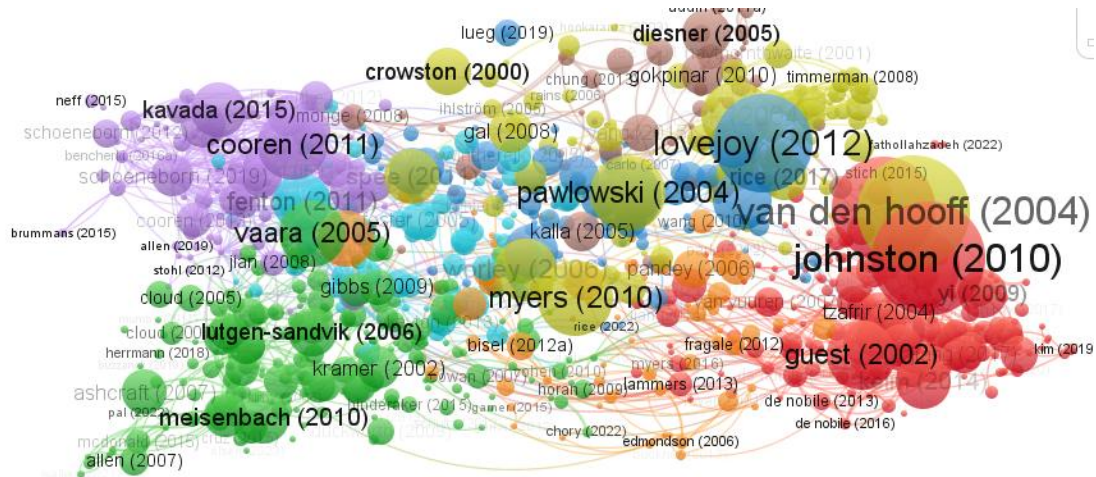


Figure:

Bibliographic Coupling (Vosviewer map)

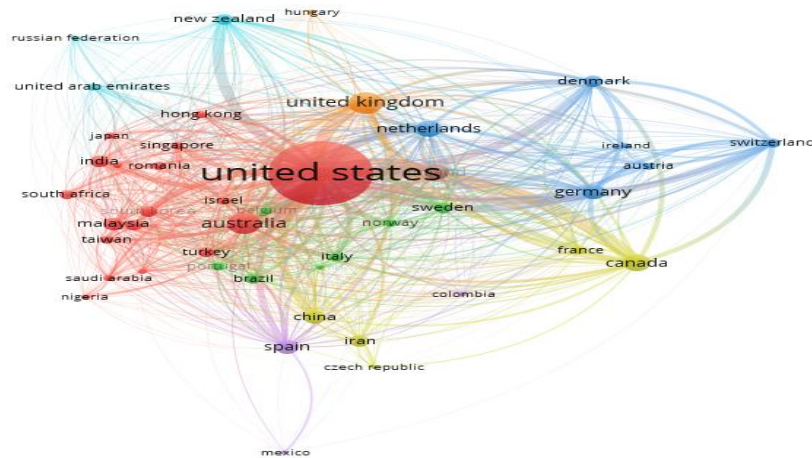
This network suggests overlapping concerns across communication, HRM, and cultural studies — highlighting the interdisciplinary nature of the research.

9. Keyword Co-occurrence Analysis

Using a threshold of 20 keyword occurrences, the analysis identified the following high-impact terms:

Keyword	Occurrences	Link Strength
Organizational communication	710	1757
Communication	232	1396
Interpersonal communication	87	1144
Job satisfaction	56	412
Leadership	49	352

Figure: Keyword Co-occurrence Map



The map visualizes country-wise collaboration patterns, where each node represents a country, and the size of the node reflects the number of publications associated with that country. The links between nodes indicate co-authored papers between scholars from those countries, and the thickness of the lines represents the strength of the collaborative relationship.

The map reflects the **global relevance** of communication and productivity studies in multicultural organisations. As organisations expand internationally and face cultural complexity, scholars across geographies are engaging in collaborative research to address shared challenges.

Co-Authorship Networks: The analysis of co-authorship highlights three distinct clusters: a group centred in the U.S. (e.g., Men, Jiang) with 150 co-authored papers, an Indian cluster (e.g., (Nabi et al., 2023)) comprising 80 papers, and a European group (e.g., Rose) with 50 papers. African collaboration is minimal (5 papers), represented as disconnected nodes in the network map, suggesting restricted global integration, pertinent to all research questions.

The co-occurrence map places “cultural diversity” and “leadership” at the core, while “language barriers” and “technology” emerge as expanding peripheral clusters, consistent with the multi-level theoretical framework.

11. Findings and Discussion

The findings of this study reveal that the research field of organizational communication, particularly its link to employee productivity in multicultural organizations, has seen notable growth since 2015. This expansion is closely related to broader global trends such as increasing globalization and the significant rise of remote work environments. These developments have spurred greater academic interest in how organizations communicate and the subsequent effects on team performance and cohesion.

A notable trend identified through keyword analysis is a clear shift toward studies that directly link communication to performance outcomes—keywords like job satisfaction, leadership, and motivation have become more prominent in recent years. This indicates that the scholarly focus is moving from general discussions about communication processes to research that investigates measurable impacts on employee engagement, well-being, and productivity.

Geographically, the analysis points to growing contributions from Asian countries, with nations like India and Malaysia increasingly participating in collaborative research networks. This shift broadens the predominantly Western-centric focus of earlier literature, bringing in new cultural perspectives and organizational practices that enrich the field's global relevance.

Additionally, the study observes that contemporary research in organizational communication is becoming more cross-disciplinary. Insights from fields such as organizational psychology, human resource management (HRM), and communication studies are being blended, leading to the development of more comprehensive communication models. This interdisciplinary approach allows for a deeper exploration of how factors like psychological safety, cultural intelligence, and technology integration intersect to affect communication and productivity within multicultural organizations.

In summary, the research field is evolving rapidly, responding to changing organizational realities and opening up avenues for innovative scholarly and practical contributions that better address the complexities of modern, multicultural workplaces. Cross-disciplinary insights are shaping newer communication models that blend organizational psychology, HRM, and communication studies.

12. Practical Implications

ELABORATE THE BULLET POINTS, IMPROVISE, DISCUSSION AND FINDINGS IN PARAGRAPH, NOT BULLET PTS.

This study emphasizes that communication should be regarded as a strategic capability central to organizational effectiveness, rather than as a routine managerial task. The research strongly advocates for a proactive approach to managing communication in multicultural settings, suggesting that leaders and HR professionals must integrate communication strategies into the core of organizational operations. Contemporary literature underscores the necessity for managers to be intentional in fostering clear, inclusive, and culturally adaptable communication practices.

Practical implementation begins with providing intercultural communication training that sensitizes employees and managers to cultural nuances and equips them with skills to navigate complex intercultural interactions. Such training enables organizations to break down communication barriers, minimizing misunderstandings that can arise from cultural differences. Additionally, encouraging multilingual and multimodal modes of

communication ensures messages resonate with a diverse workforce, allowing for greater accessibility and understanding. This approach recognizes that effective communication is multidimensional—encompassing not only language but also the mode and medium through which information is shared.

Creating safe spaces where employees feel empowered to offer feedback or voice dissent without fear of reprisal is another essential practice. Open feedback channels cultivate trust, allowing organizations to benefit from diverse perspectives and address issues before they escalate. Leadership, too, must be dynamic—by adapting leadership styles to suit the composition and preferences of multicultural teams, leaders can foster a sense of belonging and motivate employees to contribute fully.

Moreover, technology should be leveraged thoughtfully to bridge communication gaps rather than exacerbate them. This involves choosing communication platforms that are accessible and inclusive, as well as ensuring that digital communication does not become a source of exclusion for certain groups.

By systematically addressing these dimensions, organizations can transform cultural diversity from a potential source of friction into a powerful asset. Strategic communication not only reduces misunderstandings but also enhances team cohesion, facilitates innovation, and ultimately creates a sustainable competitive advantage in multicultural environments. This shift from reactive to strategic management of communication is vital for thriving in today's global and digitally connected workplaces.

By addressing these areas, organisations can turn cultural diversity into a source of competitive advantage rather than a communication barrier.

13. Limitations and Future Scope

This study only examines research articles written in English and indexed in the Scopus database, which is a widely recognized platform for academic publications. As a result, valuable insights from studies published in other languages or in less-accessible databases might be missed. Future research could address this limitation by including

articles from additional databases, as well as real-world case studies and reports from organizational practitioners, to provide a more comprehensive overview.

For its analysis, the study uses VOSviewer, a specialized software tool designed for visualizing bibliometric networks, such as connections between keywords, authors, or cited papers. While VOSviewer is effective in mapping relationships within academic literature, it does not analyze the actual content or meaning of full articles. This means certain contextual details or nuanced discussions that occur within the papers themselves may not be fully captured by this approach.

Going forward, researchers are encouraged to investigate how emerging digital technologies, artificial intelligence (AI), and diversity, equity, and inclusion (DEI) frameworks further shape the relationship between communication and productivity in multicultural workplaces. These areas are becoming increasingly relevant as organizations become more diverse and technologically integrated, potentially offering new ways to improve both communication practices and team outcomes.

14. Conclusion

This bibliometric study gives a broad picture of the academic field that studies how good communication affects employee productivity in multicultural organisations. The results show important trends, point out prolific writers, highlight influential countries, group related topics, and map collaborative networks that are important for defining the field of study. The results show that communication has changed from being seen as a minor soft skill to being seen as a key factor in how well an organisation does its job. This is especially important in companies with people from different cultures, because miscommunication can hurt team spirit and overall productivity.

The research shows that this topic has gotten a lot more scholarly attention in the previous ten years, which is in line with worldwide trends in workforce diversity, cross-border operations, and remote collaboration. It also shows how the discipline is interdisciplinary, using ideas from psychology,

management, information systems, intercultural communication, and organisational studies. Scholars from the US, UK, Australia, and India have made important contributions. This shows that there is both academic and practical interest in finding ways to deal with communication problems in workplaces that are becoming more multicultural. The analysis finds foundational literature in this field, such as theories of sense making, cultural dimensions, and organisational discourse, that still affect this area of research through co-citation and bibliographic coupling. The study's conceptual model and analysis of keyword co-occurrence show how important cultural adaptability, interpersonal communication, and leadership are for improving productivity through good communication. One of the most important things to remember is how important it is for cultural communication methods to match the way a company does things. Being able to communicate well isn't only about being clear and consistent; it's also about being aware of and attentive to other cultures. Managers and employees' capacity to read cues, give and receive feedback in the right way, and change their style to fit ethnic norms has a direct effect on how much trust, motivation, and efficiency there is in teams.

This study gives professionals useful information about how organisations can use communication methods to boost productivity in a variety of situations. This includes putting money into creating cultural intelligence training, encouraging communication standards that are open to everyone, and setting up feedback systems that take into account cultural and contextual elements. The results show that there is a lot of need for more research, especially on how digital tools affect communication, how communication changes between generations, and the specific communication problems that some industries confront.

In conclusion, this bibliometric study shows how the subject has changed over time and stresses the need for more research across disciplines into how communication can be used as a strategic tool to boost productivity in multicultural settings. As organisations continue to face problems that are

complex and diverse, understanding and improving communication methods will remain a top focus.

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