Research Article

A Review of the Knowledge Base for the Communication Skills of Educational Administrators

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ABSTRACT

Few studies dwell on the communication skills of educational administrators. Most of the research results yielded from credible international indexing sites focus more on educational management style, supervision, and administration; thus, the difficulty to survey a bigger scope for this field of interest. Still, this study examined various studies which concentrate on interpersonal skills or communication skills of educational administrators, leaders, and principals. Twenty research articles selected around the globe completed from 2010 to 2021 were utilized in this review. Quantitative analysis of the research findings provided evidence of the relevance of these skills to becoming effective educational administrators. The selected articles reveal that this field of interest is more prevalent in the Philippines and Nigeria. Most researchers utilized the descriptive survey method. Various questionnaires were used, but the instruments Principal's Communication Style Questionnaire and the organizational climate description were most frequently used. Finally, this review reveals that common research structure revolves around the correlation between the educational administrators' communication skills and styles and the organization and teachers.

Keywords: *communication skills, educational administrators, educational leaders, interpersonal communication skills, interpersonal skills, review of research*

Introduction

Educational administrators have a big responsibility in running the operations and managing the school or college. However, communication skills are essential to maintain a healthy school climate and environment. Dayton (2021) and Anggorowati (2018) also expound that communication is vital for administrators because it is one of the fundamental abilities of educational leaders who want to manage their schools effectively. Further, Hoy and Miskel (2012) reiterate that communica-

tion skills are very powerful tools for an effective school administrator, but then, four caveats must always be critically observed before concluding that it is always the key to all educational problems: 1. communication is hard to be separated from other educational management processes such as deciding, motivating, and leading; 2. not all school problems arise from miscommunication; 3. communication can hide and solve problems; and that 4. communication always suggests action.

Considering these caveats, Sindhu (2012) stipulates that to become effective school managers, four basic communication skills such as listening, assertiveness, resolving conflict, and solving problems must be developed, and training programs must be able to infuse them. Being part of the Key Result Area (KRA) of a school manager, communication plays a vital role in staff development. New Zealand's Ministry of Education (2021) noted that the effective communication emphasizes what principals need to influence directly and indirectly.

Seemingly, communication is acknowledged as a significant area of practice; however, it has received little attention in the studies pertaining to school administration. Kowalski, Petersen, and Fusarelli (2007) think about how important communication is for school administrators. They suggest that successful communication is connected to effective reform, and they explore communication in public relations, school reform, organizational improvement, and cultural change. Searching for this field of interest in various indexing sites was difficult since search results per journal yielded only 0 to a few research articles. This study aims to review various studies that deal with educational leaders' communication skills. To fully understand the scope of research being conducted, the following objectives are deemed to be attained:

1. describe the volume and geographical distribution of the selected studies;
2. describe the intellectual structure on the communication skills of educational administrators; and
3. develop an intellectual structure of how the studies evolved over the years.

This study's framework is patterned after Hallinger and Suriyankietkaew's (2018) concept that scientific literature mapping includes: size, time, space, and composition, where size describes the frequency of the amount of knowledge gathered, time as the research evolution in terms of publication per discipline, space which indicates the geographical locations of publications, and composition which describes the intellectual structure of a knowledge base. These stated dimensions provide the researcher with a guide to analyzing the works of literature gathered.

Among the four, the intellectual structure will significantly influence the development of solid research. Therefore, this review will highlight the topics and research designs covered by this body of knowledge.

Methods

This current study employs a simple review method of literature to fulfill the objectives. This bibliometric approach allows an improved comprehension of the knowledge base and an accurate technique for author citation analysis. In collecting the data, it is equally important to do the following procedures such as 1. identification of the sources; 2. extraction of data ; 3. data analysis using bibliometric methods; and 4. interpretation and visualization according to research results.

There are no specific participants involved in this study. However, there are 20 research articles selected for review and analysis.

IDENTIFICATION	Documents screened during initial Scopus search Inclusion Criteria: Scopus- indexed Education Journals Education-related journals (multidisciplinary) Communication	433 Journals

SCREENING	Total documents screened from Scopus Inclusion Criteria: Open Access Journals Journals, Conference proceedings Exclusion Criteria: Citescore highest Quartile: 2nd Quartile No minimum documents	84 Journals
ELIGIBILITY	Document abstracts assessed for eligibility Inclusion Criteria Open Access Published between 2017- 2021 Written in English	1,332 articles
INCLUDED	Documents included in the bibliometric review Published between 2010- 2021 Scopus and Google Scholar Search	20 articles

Figure 1. Schematic diagram of data search and retrieval

Figure 1 shows how data was searched and retrieved. However, Scopus only counts for a four-year timeframe. "COMMUNICATION SKILLS", "INTERPERSONAL SKILLS", "EDUCATIONAL ADMINISTRATORS", "EDUCATIONAL LEADERS", queries unfortunately, yielded 0 result from Scopus. Utilizing another set of search queries under the subject and keyword entries and adding up another search engine, the researcher extracted 20 articles from various journals

Results and Discussion
Describe the volume and geographical distribution of the selected studies

The search string query "COMMUNICATION" and "EDUCATION" provided significant results from Scopus advanced search feature; thus, the following journals rank with the greatest number of articles published in four years.

Table 1. Top ten journals publishing research on communication and educational administration ranked according to number of articles

Rank	Journal	Documents from 2017- 2020
1	Journal of Further and Higher Education	356
2	Asia-Pacific Education Researcher	178
3	International Journal of Research and Method in Education	142
4	Research in Learning Technology	133
5	Elementary School Journal	106
6	Journal of Adventure Education and Outdoor Learning	103
7	E-Learning	94
8	American Journal of Distance Education	83
9	Australian Journal of Education	70
10	Journal of Digital Learning in Teacher Education	67
		1, 332

Table 1 shows that the Journal of Further and Higher Education had the most published articles, with 356 documents. The journal with the least number of published articles is the Journal of Digital Learning in Teacher Education.

Table 2. Top ten journals publishing literature on communication and educational administration ranked by number of citations

Rank	Journal	Cite Score	Highest Percentile	Citations from 2017 to 2020	% Cited
1	Journal of Further and Higher Education	2.6	74%	926	71
2	Asia-Pacific Education Researcher	2.4	71%	421	74
3	International Journal of Research and Method in Education	2.5	73%	359	77
4	Research in Learning Technology	2.6	74%	350	62
5	Elementary School Journal	2.6	73%	273	63
6	Journal of Adventure Education and Outdoor Learning	2.6	74%	269	76
7	E-Learning	2.5	72%	232	63
8	American Journal of Distance Education	2.5	72%	205	65
9	Journal of Digital Learning in Teacher Education	2.6	74%	176	66
10	Australian Journal of Education	2.5	72%	172	66

Table 2 shows that the Journal of Further and Higher Education still ranks first in the number of research articles published and citations, which reached 926 articles from 2017 to 2020. Despite ranking 9th in the number of research articles published, the Australian Journal of Education ranked tenth in the number of citations which summed up to 172 for four years.

The following are the twenty research articles selected for this review, including their journal and year of publication.

Table 3. The final list of articles reviewed represented by the authors, the journal where articles had been published, and the year of publication

Title #	Authors	Journal	Year
Title # 1: The influence of principals' communication styles… Nigeria	Okechukwu, J. N. & Oputa, N. S. (2021)	COOU Journal of Educational Research	2021
Title # 2: Qualities of leadership… school heads	Dargantes, M. (2020)	SMCC Higher Education Journal	2020
Title # 3: School administrators' communication skills…	Durnali, M. Akbasli, S., Dis, O. (2020).	i.e., Inquiry in Education	2020
Title # 4: Managing principals' communication styles…	Nwabueze, I. E., & Ngozi, O. A. (2020)	British International Journal of Education and Social Sciences	2020
Title # 5: Principals' communication skills and motivation…	Ayoro, R. A. & Onyeike, V. (2020)	International Journal of Innovative Psychology & Social Development	2020
Title # 6: Relationship between principals' communication style…	Oo, T. N. & Wai, H. H. (2020)	Journal of Education and Human Resources	2020
Title #7: Principals' communication styles…	Okotoni, C. A. & Akinwale, A. S. (2019)	British Journal of Education	2019
Title # 8: The relationship between principal's communication style…	Sapian, N.R.B., Abdullah, R. B. B., Ghani, M. F. B., Abdullah, Z., & I. M. B.	Advances in Social Science, Education, and Humanities Research	2019

Title #	Authors	Journal	Year
Title # 9: An evaluation of school directors'…	Taspinar, F. (2019).	Contemporary Educational Researches Journal	2019
Title # 10: Leadership styles and communication skills…	Udin U., Handayani S., Yuniawan A. and Rahardja E. (2019)	Organizations and Markets in Emerging Economies	2019
Title # 11: The school administrators as speakers…	Cabradilla, J. (2018)	Tin-aw	2018
Title # 12: Communication styles and practices…	Naypa, S., Sy, M., Coming, F. (2018)	Sci. Int. (Lahore) Science International	2018
Title # 13: Influences of administrators' leadership and communication skills…	Matolo, M. (2017).	IASPER Interdisciplinary Research journal	2017
Title # 14: Principals' communication styles…	Ibrahim, A. (2017)	International Journal of Research Studies in Education	2017
Title # 15: Interpersonal, leadership, and supervisory skills…	Tampan, I. S. (2016).	SMCC Higher Education Journal	2016
Title # 16: Communication behaviors of principals…	Tyler, D. (2016)	Creighton Journal of Interdisciplinary Leadership	2016
Title # 17: School managers' interpersonal communication skills…	Sabanci, A., Sahin, A., Sonmez, M. A., Yilmaz, O. (2016)	International Journal of Academic Research in Business and Social Sciences	2016
Title # 18: Leaders' communication pattern…	Fashiku, C. O. (2016)	International Journal of Educational Leadership and Management	2016
Title # 19: Effective communication…	Habaci, I., Celik, E. E., Habaci, M., Adigüzelli, F., Kurt, S. (2013)	US-China Education Review	2013
Title # 20: Leadership = communication?...	de Vries, R., Bakker-Pieper, A., Oostenveld, W. (2010)	Journal of Business and Psychology	2010

Table 4. Frequency percentage distribution of the selected studies according to the year of publication

Year of Publication	Frequency	Percentage
2021	1	5%
2020	5	25%
2019	4	20%
2018	2	10%
2017	2	10%
2016	4	20%
2013	1	5%
2010	1	5%
TOTAL	20	100%

Table 4 shows that among the selected studies, 25 percent were published in 2020, which signifies a growth in the research articles concerning the communication skills of educational administrators. Twenty percent had been published in the years 2019 and 2016. The oldest selected study was published in 2010.

Table 5. List of titles and their geographical location

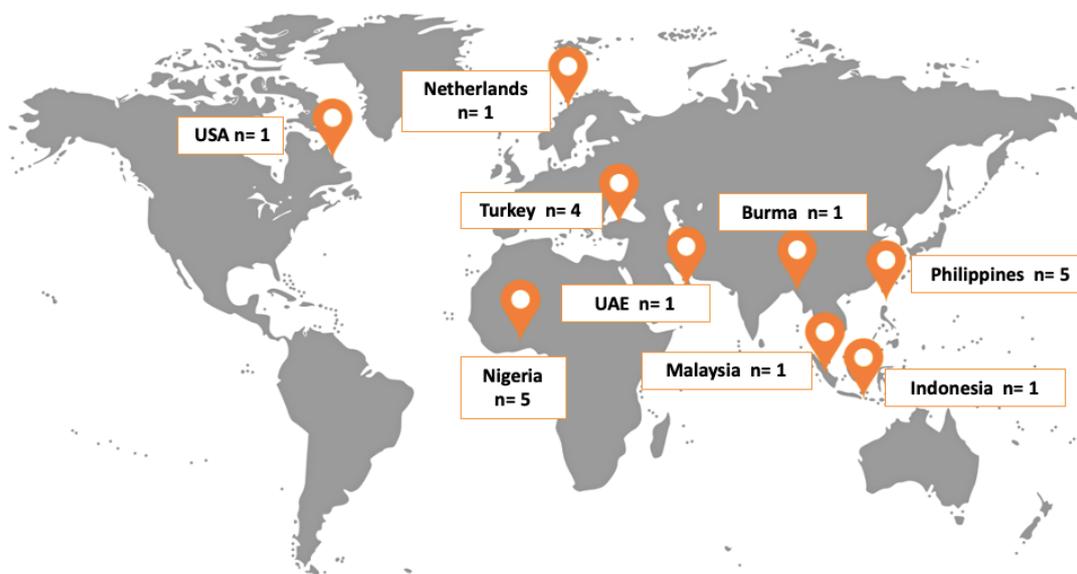| Title	Geographical Location
Title # 1: The influence of principals' communication styles… Nigeria	Nigeria
Title # 2: Qualities of leadership… school heads	Philippines
Title # 3: School administrators' communication skills…	Turkey
Title # 4: Managing principals' communication styles…	Nigeria
Title # 5: Principals' communication skills and motivation…	Nigeria
Title # 6: Relationship between principals' communication style…	Malaysia
Title #7: Principals' communication styles…	Nigeria
Title # 8: The relationship between principal's communication style…	Burma
Title # 9: An evaluation of school directors'…	Turkey
Title # 10: Leadership styles and communication skills…	Indonesia
Title # 11: The school administrators as speakers…	Philippines
Title # 12: Communication styles and practices…	Philippines
Title # 13: Influences of administrators' leadership and communication skills…	Philippines
Title # 14:Principals' communication styles…	United Arab Emirates
Title # 15: Interpersonal, leadership, and supervisory skills…	Philippines
Title # 16: Communication behaviors of principals…	United States of America
Title # 17: School managers' interpersonal communication skills…	Turkey
Title # 18: Leaders' communication pattern…	Nigeria
Title # 19: Effective communication…	Turkey
Title # 20: Leadership = communication?...	Netherlands

Figure 2. Geographic locations of the selected studies

Figure 2 shows the nine pins in the world map which reflects the various locations where studies on the communication skills of educational administrators had been conducted. Noticeably, more pins are visible on the east coast and a few on the west. However, frequency also matters. The Philippines and Nigeria registered five published research articles from 2010 to 2021. Turkey had four published articles, and the rest of the countries had one.

Describe the intellectual structure on the communication skills of educational administrators.

Table 6. Frequency percentage distribution of the research designs

Design	Frequency	Percentage
Descriptive- survey	13	65%
Phenomenological	1	5%
Correlational	2	10%
Qualitative	2	10%
Explanatory	1	5%
Mixed Methods	1	5%
TOTAL	20	100%

Table 6 shows that among twenty research articles selected between 2010 and 2021, 65 percent or 13 articles utilized a descriptive research design, specifically the survey method where questionnaires had been disseminated to the participants and were treated using descriptive statistics. Ten percent or two articles used the correlational design, which studies the relationship between two variables. In this case, the relationship between variables such as communication skills and educational management of the administrators. Ten percent or two articles used qualitative design through interviews and focus group discussions with the participants.

Table 7. List of instruments used and proponents or authors measuring communication skills

Instrument	Proponent/s
Communication Skills Scale	Wiemann cited by Durnali, M.. Akbasli, S., Dis, O. (2020)
Principals' Communication Styles Questionnaire (PCSQ)	Meyer et al., cited by Okotoni Okotoni, C. A. & Akinwale, A. S. (2019)
Managing Principals' Communication Styles	Nwabueze, I. E., & Ngozi, O. A. (2020)
Communication Skills and Motivation Scale	Not mentioned in the abstract
Interpersonal Communication Skills Questionnaire	Not mentioned in the abstract
Lexical SCS	de Vries et al. (2009)
Provosts' Communication Styles Descriptive Questionnaire" (PCSDS)	Not mentioned in the abstract

Table 7 discloses that among the selected twenty research articles, there were seven instruments adapted, adopted, and self-made by the proponents. The Principal's Communication Style was used in three studies among these instruments. Emerging from these instruments are the two topics of communication styles and communication skills.

Table 8. List of additional instruments as another variable in the research articles

Instrument	Proponent/s
Organizational Silence Scale	Kahveci and Demirtaş cited by Durnali, M.. Akbasli, S., Dis, O. (2020)
Teachers' Job Commitment Questionnaire (TJCQ)	Mowday et al., cited by Okotoni Okotoni, C. A. & Akinwale, A. S. (2019)
Organizational Climate Description	Hoy et al. cited by Sapian, N.R.B., Abdullah, R. B. B., Ghani, M. F. B., Abdullah, Z., & I. M. B. (2019)
Administrative Effectiveness Questionnaire	Not mentioned in the abstract
Teachers' Productivity Scale (TPS)	Not mentioned in the abstract
Organizational Climate Description Questionnaire for Secondary School	Hoy et al. cited by Oo, T. N. & Wai, H. H. (2020)
Teachers' Effectiveness Descriptive Questionnaire	Not mentioned in the abstract

Table 8 presents the other variables in the education sector where communication skills are related. Among the twenty research articles organizational climate description questionnaire was utilized twice. Other areas would be organizational silence, teachers' productivity, effectiveness, and job commitment.

Develop an intellectual structure of how the studies evolved over the years.

With the results shown in Tables 7 and 8, the researcher determined that the intellectual structure has evolved throughout the years.
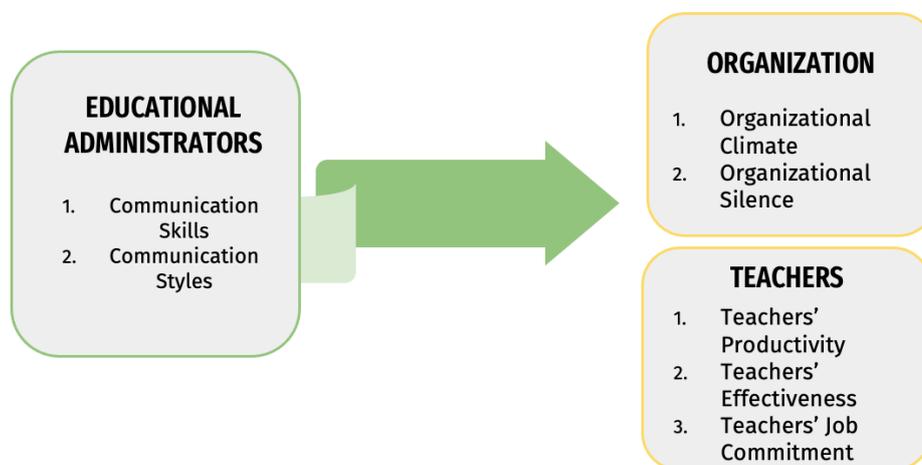

Figure 3. Intellectual structure of how the studies evolved over the years: Educational administrators' communication skills and styles affect the organization and teachers

Figure 3 presents the structure of how the studies on the communication skills of educational administrators were structured intellectually. From 2010 to 2021, studies evolved so that educational administrators' communication skills and styles were correlated to two variables: organization and teachers. For organizations, organizational climate and silence are being studied. Productivity, effectiveness, and commitment to the job are being measured for teachers.

Research hypotheses were crafted that the communication skills and styles of the educational administrators affect the organization and teachers. Though findings vary according to location and instruments used, the structure in Figure 8 summarizes how the twenty studies were structured.

Conclusion

In this review, the researcher applied for a basic literature review in unfolding the knowledge base for the communication skills of educational administrators. For further research, it is best to scrutinize every journal to see if there are studies that were missed. Since the researcher had difficulty doing the search query strings, it is best to use advanced searches and explore other research indexing sites that allow searches through keywords in the abstract, title, and results.

The literature review provides any other researcher with a more organized way of crafting research proposals. It allows the research to be aligned with the trends in other research published and a databank of possible sources.

With the figures and tables presented, the researcher concludes that the volume of research being conducted concerning the communication skills of educational administrators is still small. Among the selected studies from a global scale, only the Philippines and Nigeria provided a higher volume of research about the field of interest. This study also involves better results when done using a descriptive survey method. Instruments are also available, which may be adopted by the researchers. However, reliability and validity must be ensured more, especially when rendered to different sets of respondents and different populations. Lastly, the researcher concludes that with this literature review, it is true enough that an educational administrator's communication skills do affect the organization and teachers.

Acknowledgment

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