

## Bibliometric Research on Stakeholders' Engagement in Multi-Organizations Projects

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**Abstract: Objective:** To conduct a bibliometric analysis of recent literature on stakeholders' engagement in multi-organizational projects, with attention to the relationships between stakeholder engagement, organizational resilience, communication, and innovation, and with particular sensitivity to underexplored contexts such as journalism and media projects. **Method:** The study used a bibliometric design based on publications indexed in Web of Science and ScienceDirect between 2020 and 2025. Search queries combined stakeholder engagement with resilience, communication, innovation, journalism, and multi-organizational project terms. The retrieved records were cleaned using EndNote, and VOSviewer was used to map keyword co-occurrence patterns and thematic clusters. **Main findings:** The results show that stakeholder engagement is a highly visible topic in contemporary research, but its integration with resilience, communication, and innovation in multi-organizational project settings remains limited. The bibliometric maps and database counts reveal that the strongest research presence is still concentrated in traditional sectors such as management, construction, and business, while journalism and media-related projects remain weakly represented. **Conclusions:** The literature remains conceptually fragmented, especially regarding integrated models that explain how stakeholder engagement interacts with resilience, communication, and innovation across organizational boundaries. **Recommendations:** Future research should develop integrated frameworks, expand empirical work in non-traditional project environments, and examine governance and digital coordination mechanisms that can strengthen stakeholder engagement in complex multi-organizational settings.

**Keywords:** Stakeholder engagement, multi-organizational projects, organizational resilience, communication, innovation, journalism, bibliometric analysis, project management.

### بحث ببيومتری حول مشاركة أصحاب المصلحة في مشاريع متعددة المنظمات

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**المخلص: الهدف:** يهدف هذا البحث إلى إجراء تحليل ببيومتری للأدبيات الحديثة المتعلقة بمشاركة أصحاب المصلحة في المشاريع متعددة المنظمات، مع التركيز على العلاقة بين مشاركة أصحاب المصلحة والمرونة التنظيمية والاتصال والابتكار، وإبراز البيانات التي ما تزال ضعيفة التداول بحثياً مثل مشاريع الإعلام والصحافة. **المنهج:** اعتمدت الدراسة منهجاً ببيومترياً استند إلى المقالات المفهرسة في قاعدتي Web of Science و ScienceDirect خلال الفترة 2020-2025. وتم استخدام مجموعة من الاستعلامات التي تربط مشاركة أصحاب المصلحة بكل من المرونة والاتصال والابتكار والصحافة والمشاريع متعددة المنظمات. وبعد تنظيف البيانات باستخدام EndNote، استُخدم برنامج VOSviewer لرسم خرائط التشارك اللفظي وتحديد العناوين الموضوعية الرئيسية. **أهم النتائج:** أظهرت النتائج أن موضوع مشاركة أصحاب المصلحة يحظى بحضور واضح في الأدبيات المعاصرة، إلا أن دمجها مع المرونة التنظيمية والاتصال والابتكار داخل سياق المشاريع متعددة المنظمات ما يزال محدوداً. كما بينت الخرائط الببيومترية ونتائج قواعد البيانات أن التركيز البحثي الأكبر ما يزال في القطاعات التقليدية مثل الإدارة والأعمال والإنشاءات، بينما تبقى مشاريع الإعلام والصحافة ضعيفة التمثيل بصورة ملحوظة. **الاستنتاجات:** تؤكد الدراسة أن الأدبيات الحالية ما تزال تعاني من تجزؤ مفاهيمي، خاصة فيما يتعلق ببناء نماذج متكاملة تفسر تفاعل مشاركة أصحاب المصلحة مع المرونة والاتصال والابتكار عبر الحدود التنظيمية. **التوصيات:** توصي الدراسة بتطوير أطر تحليلية متكاملة، وتوسيع الدراسات التطبيقية في البيانات غير التقليدية، والاهتمام بالآليات الحوكمة والتنسيق الرقمي التي يمكن أن تعزز مشاركة أصحاب المصلحة في المشاريع متعددة المنظمات المعقدة. **الكلمات المفتاحية:** إشراك أصحاب المصلحة، المشاريع متعددة المنظمات، المرونة التنظيمية، التواصل، الابتكار، الصحافة، التحليل الببيومتری، إدارة المشاريع.

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## Introduction

### Literature Review on Bibliometric Research

Bibliometric analysis is a robust tool for understanding the development and impact of research fields (Zupic & Čater, 2015). By systematically examining publication patterns, such as citation networks and co-authorship, it reveals the intellectual structure of a domain (Kozina *et al.*, 2022; Okagbue *et al.*, 2023; Lim *et al.*, 2024). The increasing availability of digital databases has made bibliometrics essential for mapping large datasets across various fields of research, including project management and organizational studies (Aliu *et al.*, 2023). Bibliometric methods are particularly useful for tracking the evolution of key concepts over time, such as “stakeholder engagement” (Waltman, 2016). In this study, the terms “multi-organizational projects,” “inter-organizational projects,” and “joint projects” are treated as a single keyword. These terms are often used interchangeably in project management to describe collaborations where multiple organizations work together towards shared goals. This understanding is supported by Manning (2017), who highlights the complexities and strategies involved in managing inter-organizational projects. The term “joint projects” is also frequently used in United Nations and other international organizations' literature (Case *et al.*, 2014; Melis *et al.*, 2024). It is important to highlight that global trends and developments facilitate the steady growth in the share of multi-organizational projects, as complexity, specialization, and value creation in joint work increasingly drive projects toward such arrangements. Recently, even some in-house or internal projects, are structured and implemented in such shape. Bibliometric reviews are also used to examine citation

contexts and research evaluation practices, supporting rigorous mapping of knowledge structures in management research (Sugimoto & Larivière, 2018; Sweileh, 2020; Anderson & Lemken, 2023).

### Research Problem

Despite the extensive literature on stakeholder engagement in project management, research addressing its role in multi-organizational projects (MOPs) remains conceptually fragmented. Existing studies often examine stakeholder engagement, organizational resilience, communication, and innovation as separate constructs, resulting in limited understanding of how these dimensions interact within complex cross-organizational project environments. This fragmentation is particularly evident in bibliometric patterns, which show a strong concentration of studies in traditional project-oriented sectors such as construction and engineering, while integrated approaches remain scarce.

The research gap is more pronounced in non-traditional project environments, especially journalism and media projects. These projects operate as multi-organizational ecosystems under conditions of political volatility, uncertainty, and rapid information flows, where stakeholder engagement and resilience are critical for sustainability and performance. However, project-management scholarship provides limited theoretical and empirical insights that address stakeholder engagement in such contexts.

Accordingly, the core research problem lies in the absence of an integrated understanding of stakeholder engagement in MOPs that systematically incorporates resilience, communication, and innovation, particularly in underexplored sectors such as journalism. This

gap constrains both theoretical development and practical application. Through a bibliometric analysis of recent literature (2020–2025), this study aims to clarify the current research landscape and identify directions for future research that better reflect the complexity of contemporary multi-organizational projects.

### **Research Objectives**

The primary objective of this paper is to conduct a comprehensive bibliometric analysis of the recent literature on “stakeholder engagement in multi-organizational projects,” with a particular emphasis on its application in the journalism sector. The study aims to:

1. To identify the main recent papers and findings on the topic.
2. Identify the key themes and patterns in the literature on stakeholder engagement from 2020 to 2025.
3. Explore the findings on relationships between organizational resilience, communication, innovation and stakeholder engagement within MOPs.
4. Highlight gaps in the current literature and propose directions for future research.

### **Research Questions**

**Main Question:** What are the key research findings related to stakeholder engagement in multi-organizational projects between 2020 and 2025?

**Sub-Question 1:** How are concepts like organizational resilience, communication, and innovation connected to the study of stakeholder engagement?

**Sub-Question 2:** What gaps exist in the literature, and where should future research efforts be focused?

### **Paper Structure**

This paper is structured into four main sections to provide a comprehensive analysis of stakeholder engagement in multi-organizational projects (MOPs). Section 1 presents the introduction, outlining the conceptual background, research objectives, and research questions. Section 2, Research Methodology, details the research design, including the selection of subject areas, data collection from Web of Science and ScienceDirect, the use of VOSviewer for bibliometric mapping, and the rationale for focusing on the 2020–2025 timeframe and chosen keywords. Section 3, Results and Discussion, presents the outputs of the bibliometric analysis, including keyword co-occurrence structures, thematic clusters, publication patterns, and the identified gaps related to stakeholder engagement, organizational resilience, communication, and innovation in MOPs, followed by a concise summary of results and discussion. Section 4, Conclusions and Recommendations for Future Research, synthesizes the main insights, discusses their implications for project management and journalism, and proposes directions for future studies, particularly in underrepresented sectors where stakeholder engagement and resilience remain weakly integrated.

### **Research Methodology**

The figure below illustrates the stages of a bibliometric study.

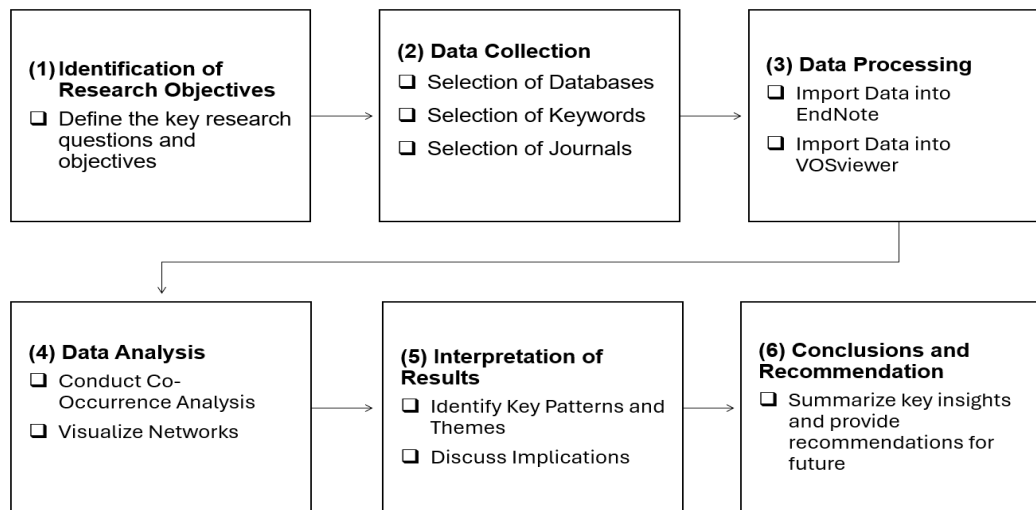


Figure (1): Stages of a bibliometric study.

## Data Collection Approach

**Selection of Databases:** Data for this bibliometric study was collected from the Web of Science (WoS) and ScienceDirect (Elsevier) databases. These platforms were chosen for their extensive coverage of high-quality, peer-reviewed articles, and their relevance to the fields of business, management, economics, and communication. Both databases offer robust tools for filtering and analyzing scholarly works, ensuring a comprehensive exploration of the study's focus areas.

**Keywords Used for Database Searches:** The keywords used in the queries reflect the thematic scope of this research, including stakeholder engagement, organizational resilience, communication, and innovation. Combinations of these keywords were employed to capture the intersections between these concepts in multi-organizational projects (MOPs).

**Scope and Limitations: Timeframe:** Articles published between 2020 and 2025 were analyzed to focus on recent trends and developments. The number of records indexed for 2025 in Web of Science and ScienceDirect continues to grow daily. Accordingly, the figures reported for 2025 should be considered provisional and may change as additional

publications are indexed throughout the remainder of the year, after this research done (October 2025).

**Subject Areas:** Filters were applied to include research categorized under business, management, economics, and communication to align with the study's objectives.

**Query Types:** Queries ranged from general keyword searches (e.g., "Stakeholder engagement") to highly specific combinations (e.g., "Stakeholder engagement AND resilience AND communication AND innovation").

**Selection of Databases:** Data for this bibliometric study was sourced from the Web of Science and ScienceDirect databases, focusing on research articles published between 2020 and 2025. The study covers several subject areas, including Project Management, Social Sciences, Business, Management and Accounting, Decision Sciences, and Economics. Öztürk *et al.* (2024) emphasize the importance of selecting diverse subject areas to provide a comprehensive understanding of research topics, which is why these areas were specifically chosen to explore stakeholder engagement within multi-organizational projects, particularly in non-traditional contexts.

### Keywords Used for Database Searches:

The following keywords were used to search the selected databases:

- "Stakeholders' Engagement"
- "Organizational Resilience"
- "Innovation"
- "Multi-Organizational Projects" OR "Inter-Organizational Projects" OR "Joint Projects"
- "Communication AND Stakeholders"
- "Stakeholders' Engagement AND Resilience"
- "Stakeholders' Engagement AND Communication"
- "Stakeholders' Engagement AND Innovation"
- "Stakeholders' Engagement AND Multi-Organizational Projects" OR "Inter-Organizational Projects" OR "Joint Projects"
- "Stakeholders' Engagement AND Journalism"

**Selection of the Journals:** The selection of journals for this bibliometric analysis was based on their relevance to the research themes, their visibility within the academic community, and their impact on the fields of project management and organizational theory. The journals were carefully chosen to ensure they align with the core themes of stakeholder engagement, organizational resilience, communication, and innovation within multi-organizational projects (MOPs). Relevance was a key factor in journal selection, with priority given to those that focus on topics directly related to the research objectives. Journals that publish significant work in stakeholder engagement and its intersections with organizational resilience and innovation were prioritized to ensure comprehensive

coverage of the relevant literature (Wenzel *et al.*, 2025). Visibility was also considered critical. Preference was given to journals that are indexed in highly reputable academic databases such as ISI Web of Science and SCOPUS. These databases provide solid academic exposure, which enhances the visibility and credibility of the research findings sourced from these publications. Impact was another essential criterion. Journals with higher rankings and impact factors were selected, as they are recognized for their quality and influence in the academic community. The selected journals are noted for their contributions to advancing knowledge in project management and organizational theory, ensuring the inclusion of high-quality and impactful research in the analysis. (Öztürk *et al.*, 2024; Passas, 2024). We do acknowledge that additional research on this subject could extend that list and select more journals and papers valuable for the topic.

**Table (1):** List of Selected Journals.

Category	Journal Name	ISSN
<b>Project Management Journals</b>		
1.	International Journal of Project Management	0263-7863
2.	Project Management Journal	8756-9728
3.	International Journal of Managing Projects in Business	1753-8378
4.	Project Leadership and Society (PLAS)	2666-7215
5.	European Project Management Journal	2560-4961
6.	Academy of Management Journal	0001-4273
7.	Strategic Management Journal	0143-2095
8.	Journal of Management Studies	0022-2380
9.	Industrial Marketing Management	0019-8501
10.	Leadership Quarterly	1048-9843
11.	Journal of Business Logistics	0735-3766
12.	Journal of Organizational Behavior	0894-3796
13.	Human Resource Management	0090-4848

**Justification for the 5-Year Period (2020-2025):** The 2020–2025 period was deliberately chosen to examine the most recent developments in stakeholder engagement research, particularly within multi-organizational projects (MOPs). This timeframe facilitates a focused bibliometric analysis centered on the co-occurrence of key concepts such as resilience, innovation, communication, and stakeholder engagement. As supported by existing bibliometric methodologies, a five-year period provides a comprehensive window to observe how these themes have converged and evolved in recent scholarly discourse (Zungu *et al.*, 2025). The application of co-word analysis during this period is particularly effective in mapping the intricate relationships and thematic developments within the literature, thus offering deeper insights into the integration of these critical concepts in MOPs (Passas, 2024).

**Searching Queries:** The intersections analyzed in this study were carefully chosen to align with the research objectives, emphasizing the relationships between stakeholder engagement and key concepts within MOPs. Co-occurrence analysis, specifically co-wording, was employed to uncover how these topics intersect in the literature. The following queries were central to this analysis:

**Stakeholders' Engagement AND Resilience:** To investigate the integration of resilience within stakeholder engagement strategies.

**Stakeholders' Engagement AND Communication:** To examine the interplay between communication practices and stakeholder engagement in multi-organizational contexts.

**Stakeholders' Engagement AND Innovation:** To explore the connection

between innovation and stakeholder engagement.

**Stakeholders' Engagement AND Multi-Organizations Projects:** To understand the co-occurrence of these themes in discussions surrounding MOPs.

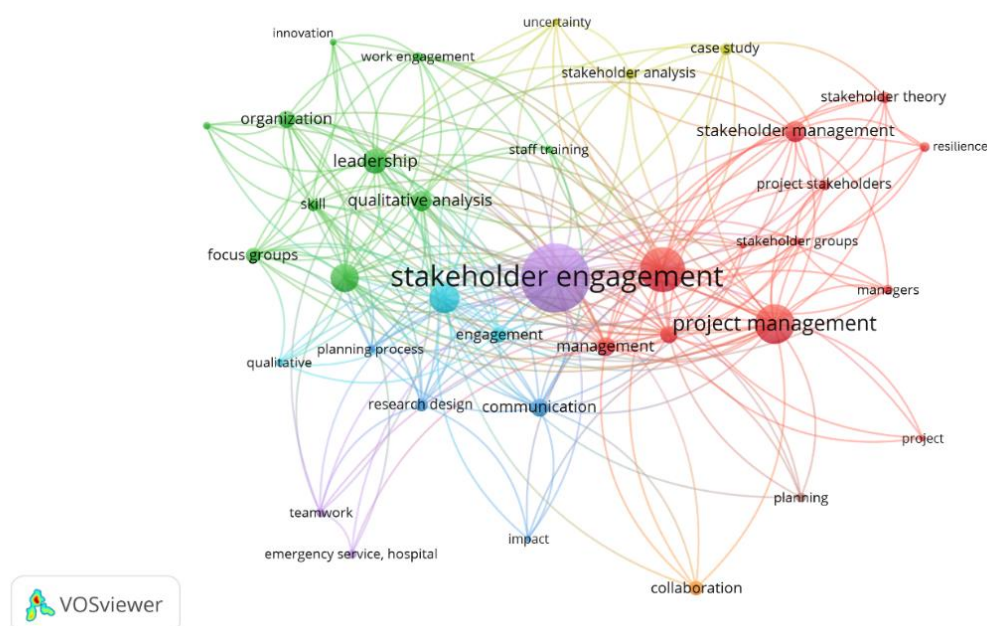
These targeted queries, supported by co-occurrence analysis, were instrumental in mapping the thematic connections across the research landscape, providing deeper insights into the integration of these critical concepts within MOPs as highlighted in the literature (Passas, 2024).

**Data Processing Approach** (co-occurrence of keywords is clear here)

The objective of the data analysis was to map the co-occurrence of keywords and visualize the relationships between key concepts related to stakeholder engagement within multi-organizational projects (MOPs). To achieve these objectives, the analysis utilized two primary tools: VOSviewer and EndNote. VOSviewer was the central tool used for the bibliometric analysis (Van Eck & Waltman, 2023). It enabled the construction and visualization of co-occurrence networks among keywords, providing a detailed understanding of how different concepts such as resilience, innovation, communication, and stakeholder engagement intersect within the literature. The focus was specifically on analyzing the title, abstract, and keyword fields to ensure a thorough exploration of the thematic connections within the selected body of research. EndNote was employed for managing the bibliographic data, particularly for removing duplicates from the dataset. This step was essential to maintain the integrity and accuracy of the data, ensuring that the analysis was based on a clean and reliable dataset. By combining VOSviewer for mapping co-occurrence networks and EndNote for data

management, the analysis effectively mapped the intellectual landscape of stakeholder engagement in MOPs, highlighting key

thematic areas and the relationships between critical concepts (Klarin, 2024; Rao *et al.*, 2024).



**Figure (2):** VOSviewer co-occurrence map.

The VOSviewer co-occurrence map demonstrates that stakeholder engagement and project management dominate the research landscape in the 2020–2025 dataset. Most surrounding nodes relate to methods and managerial terms such as leadership, stakeholder management, and planning. In comparison, resilience, communication, and innovation appear only at the periphery with weak link density and limited co-occurrence connections. This pattern shows that these concepts are not yet central in the mainstream literature on stakeholder engagement in multi-organizational projects. The visual evidence therefore supports the argument that their

integration remains underdeveloped, especially in non-traditional project environments such as media and journalism where these themes are almost completely absent.

## Data Collection Results

### Data Overview

Table 2. and Table 3. accordingly presents a summary of the bibliographic query results from the Web of Science (WoS) and ScienceDirect databases, highlighting the scope, distribution, and focus of publications retrieved based on the selected keywords, timeframe, and subject areas.

**Table (2):** Web of Science Results.

QUERY	FIELDS	SPECIAL LIMITATION	SPECIAL LIMITATION	YEAR	RESULTS / PAPERS
Stakeholder Engagement	All Fields			All Years	24954
Stakeholder Engagement	All Fields		Highly Cited Papers	All Years	169
Stakeholder Engagement	All Fields			2020-2025	14669
Stakeholder Engagement	All Fields	Web Of Science: Business Or Management		2020-2025	1855

QUERY	FIELDS	SPECIAL LIMITATION	SPECIAL LIMITATION	YEAR	RESULTS / PAPERS
Stakeholder Engagement	All Fields	Web Of Science: Business Or Management	Highly Cited Papers	2020-2025	26
Stakeholder Engagement And Resilience	All Fields	Web Of Science: Business Or Management		All Years	82
Stakeholder Engagement And Resilience	All Fields	Web Of Science: Business Or Management		2020-2025	59
Multi - Organizational Projects Or Inter- Organizational Projects Or Joints Projects	All Fields	Web Of Science: Business Or Management		2020-2025	590
(Multi - Organizational Projects Or Inter- Organizational Projects Or Joints Projects) And Stakeholder Engagement	All Fields	Web Of Science: Business Or Management		2020-2025	12
(Multi - Organizational Projects Or Inter- Organizational Projects Or Joints Projects) And Stakeholder Engagement And Resilience	All Fields	Web Of Science: Business Or Management		2020-2025	2
<b>Stakeholder engagement AND journalism</b>	<b>all fields</b>	<b>web of Science: business OR management OR communication</b>		<b>all years</b>	<b>86</b>
Stakeholder engagement AND journalism	all fields	web of Science: business OR management OR communication		2020-2025	49
Stakeholder engagement AND communication	all fields	web of Science: business OR management OR communication		2020-2025	481
Stakeholder engagement AND communication AND resilience	all fields	web of Science: business OR management OR communication		2020-2025	9
Stakeholder engagement AND communication AND resilience AND Innovation	all fields	web of Science: business OR management OR communication		2020-2025	1
Stakeholder engagement AND Innovation	all fields	web of Science: business OR management OR communication		2020-2025	498
Organizational resilience	all fields	web of Science: business OR management OR Economics		2020-2025	1314
Innovation	all fields	web of Science: business OR management		2020-2025	47087

It is important to clarify the distinction between the two counts of highly cited papers reported in this study. The figure of 169 highly cited papers refers to the total number identified across all years and subject categories within the Web of Science database. In contrast, the figure of 26 highly cited papers reflects a more restrictive subset, limited to publications classified under business and management and published between 2020 and 2025. This narrowing illustrates how influential research on stakeholder engagement becomes substantially smaller when disciplinary and temporal filters are applied, reinforcing the study's finding that highly impactful work at the intersection of stakeholder engagement and multi-organizational project contexts remains limited.

**Table (3):** Science Direct Results / Elsevier.

Query	fields	special limitation	special limitation	year	results / papers
Stakeholder engagement	all fields			all years	4,944
Stakeholder engagement	all fields	Highly Cited papers		all years	N/A
Stakeholder engagement	all fields			2020-2025	2,975
Stakeholder engagement	all fields	web of Science: business OR management		2020-2025	363
Stakeholder engagement	all fields	web of Science: business OR management	Highly Cited papers	2020-2025	N/A
Stakeholder engagement AND resilience	all fields	web of Science: business OR management		all years	18
Stakeholder engagement AND resilience	all fields	web of Science: business OR management		2020-2025	11
Multi - Organizational projects OR Inter- Organizational Projects Or Joints Projects	all fields	web of Science: business OR management		2020-2025	364
(Multi - Organizational projects OR Inter- Organizational Projects Or Joints Projects) AND stakeholder engagement	all fields	web of Science: business OR management		2020-2025	2
(Multi - Organizational projects OR Inter- Organizational Projects Or Joints Projects) AND stakeholder engagement AND resilience	all fields	web of Science: business OR management		2020-2025	1
Stakeholder engagement AND journalism	all fields	web of Science: business OR management OR communication		all years	4
Stakeholder engagement AND journalism	all fields	web of Science: business OR management OR communication		2020-2025	3
Stakeholder engagement AND communication	all fields	web of Science: business OR management OR communication		2020-2025	418
Stakeholder engagement AND communication AND resilience	all fields	web of Science: business OR management OR communication		2020-2025	3
Stakeholder engagement AND communication AND resilience AND Innovation	all fields	web of Science: business OR management OR communication		2020-2025	1
Stakeholder engagement AND Innovation	all fields	web of Science: business OR management OR communication		2020-2025	205
Organizational resilience	all fields	web of Science: business OR management OR Economics		2020-2025	279
Innovation	all fields	web of Science: business OR management		2020-2025	43,534

### Data Analysis

**Query Results Overview:** The query results from WoS and ScienceDirect highlight variations in the volume of publications across different keyword combinations, offering insights into the relative emphasis placed on these topics by the academic community.

### Web of Science (WoS)

**Stakeholder Engagement (General):** A total of 24,954 papers were found across all years, with 14,669 papers published between 2020–2025.

**Highly Cited Papers:** Only 169 highly cited papers were identified across all years,

indicating the concentration of influence within a smaller subset of the literature.

### **Focused Areas**

- Stakeholder engagement AND resilience yielded 82 papers in total, with 59 papers between 2020–2025.
- Stakeholder engagement AND journalism produced 49 papers from 2020–2025.
- Multi-Organizational Projects AND stakeholder engagement AND resilience resulted in only 2 papers, signaling a significant research gap.

**ScienceDirect:** Stakeholder Engagement (General): A total of 4,944 papers were found, with 2,975 papers published between 2020–2025.

### **Focused Areas**

- Stakeholder engagement AND resilience yielded 18 papers in total, with 11 papers from 2020–2025.
- Multi-Organizational Projects AND stakeholder engagement AND resilience resulted in just 1 paper, mirroring the scarcity observed in WoS.

### **Observations and Insights**

#### **General Observations**

- A substantial body of literature exists on “Stakeholder Engagement,” reflecting its foundational role in project management and organizational studies.
- The intersection of stakeholder engagement with resilience, communication, and innovation remains insufficiently examined, particularly within multi-organizational project contexts.

#### **Gaps in the Literature**

- Very few studies explore stakeholder engagement in journalism-related projects, especially when combined with concepts such as resilience or innovation.

- The limited number of highly cited papers within these specific intersections indicates that this area is still emerging and not yet well-established within the broader research landscape.

### **Data Processing and Tools**

**Data Cleaning:** Duplicate entries were removed using EndNote, ensuring the accuracy and reliability of the dataset prior to analysis.

**Bibliometric Mapping:** VOSviewer was used to construct co-occurrence networks, enabling the visualization of thematic clusters and the relationships between keywords such as “stakeholder engagement,” “resilience,” “innovation,” and “communication.”

### **Results and Discussion**

The bibliometric analysis generated several measurable outputs related to keyword co-occurrence, clustering patterns, and publication frequency across the selected databases.

#### **Keyword Co-Occurrence Networks**

- Using VOSviewer, co-occurrence mapping identified four primary keywords dominating the dataset:
  - “stakeholder engagement,” “organizational resilience,” “communication,” and “innovation.”
- These terms appeared repeatedly across the title, abstract, and keyword fields of publications from 2020–2025.

**Cluster Structure:** The VOSviewer clustering algorithm produced three distinct thematic clusters:

**Cluster 1:** Stakeholder Engagement & Organizational Resilience: Keywords in this cluster were associated with uncertainty, external shocks, and adaptive capacity within multi-organizational settings.

**Cluster 2:** Communication & Innovation: This cluster connected concepts related to

digital tools, collaborative practices, and technologically supported engagement.

**Cluster 3: Journalism & Media Projects:** Although less frequent, this cluster highlighted engagement dynamics specific to media and journalism initiatives.

### **Publication Frequency Patterns**

- Database queries revealed substantial differences in the volume of publications:
- WoS returned 14,669 papers on stakeholder engagement (2020–2025) versus 2,975 on ScienceDirect.
- “Stakeholder engagement AND resilience” appeared in 59 WoS papers and 11 ScienceDirect papers.
- Only 2 WoS and 1 ScienceDirect articles addressed the combination:
- “MOPs AND stakeholder engagement AND resilience”.
- “Stakeholder engagement AND journalism” produced 49 WoS and 3 ScienceDirect publications.
- This confirms low representation of journalism-related MOP research.

### **Thematic Gaps Identified by Co-Occurrence Mapping**

- The co-word analysis revealed weak co-linkage between the four core concepts:
- Stakeholder engagement organizational resilience (weak frequency, few strong edges)
- Stakeholder engagement “in relation to” innovation (moderate frequency)
- Stakeholder engagement “in relation to” communication (stronger but unevenly distributed)
- Journalism “in relation to” resilience / innovation (minimal co-occurrence)

- These patterns indicate thematic fragmentation across the field.

### **Research Gaps and Future Directions**

- The bibliometric analysis shows that although stakeholder engagement receives broad attention in the management and project literature (Zupic & Čater, 2015; Donthu et al., 2020), several important gaps remain. Research over the last decade confirms that collaboration among stakeholders contributes to adaptive capacity and systematic learning inside projects (Di Maddaloni & Davis, 2018). However, the combined examination of resilience, communication, and innovation in multi organizational project settings is still limited.
- The first gap concerns the conceptualization of organizational resilience. Systematic reviews indicate that resilience research continues to expand, yet definitions and operational models remain inconsistent across sectors (Dong, 2023; Iao-Jørgensen, 2023). Recent studies reinforce this observation. Zungu et al. (2025) argue that current resilience frameworks do not fit complex conditions such as construction and infrastructure projects. Nassar et al. (2025) show a similar pattern in journalism related to multi organizational projects, where resilience and engagement are rarely studied together despite their importance in politically sensitive environments.
- Governance and organizational structure represent a second gap. Earlier work demonstrates that network configuration and coordination mechanisms shape performance and stakeholder outcomes (Manning, 2017; Klitgaard & Gottlieb, 2024). Yaxin and Adnan (2025) confirm that organizational design influences

engagement, yet these insights are seldom applied to multi organizational collaborations that involve several partners with different mandates.

- Communication is another underdeveloped field. While previous studies highlight the influence of transparent and consistent communication on stakeholder trust (Antsipava et al., 2024; Macca et al., 2024), there is limited empirical research linking communication practices to resilience in multi organizational projects. Wenzel et al. (2025) present a holistic approach that emphasizes
- participation, inclusion, and democratic engagement, but real-world applications in cross organizational settings are scarce.

Digital and data driven engagement tools also require further investigation. Bibliometric evidence shows that digital platforms are increasingly used to support coordination and information flow in collaborative environments (Lim *et al.*, 2024; Rao *et al.*, 2024). Vallim *et al.* (2025) provide one of the few examples in which information systems improved stakeholder collaboration during wildfire evacuation operations. Comparable insights for routine project settings, including journalism and social impact projects, remain limited.

#### **Future research may focus on the following**

1. Development of resilience and engagement models suited to volatile multi-organizational sectors such as journalism, which are not typically recognized as traditional project-oriented sectors.
2. Examination of governance mechanisms that support shared accountability and coordinated decision making.
3. Empirical study of communication practices that improve trust, responsiveness, and inclusion among project partners.

4. Exploration of digital and technological tools that can strengthen coordination and engagement.
5. Cross sector comparison to identify transferable engagement models for complex multi organizational environments.

#### **Implications**

**Theoretical Implications:** This study shows that stakeholder engagement in multi-organizational projects (MOPs) remains theoretically fragmented. Bibliometric evidence indicates weak integration between stakeholder engagement, organizational resilience, communication, and innovation, despite their relevance in complex project environments. This supports recent critiques calling for more integrated and relational engagement models beyond traditional, sector-specific approaches (Di Maddaloni & Davis, 2018; Dong, 2023; Iao-Jørgensen, 2023). The near absence of journalism-related projects further highlights a theoretical blind spot in project-management scholarship, particularly in non-traditional and volatile contexts (Wagner & Radujković, 2025; Zungu *et al.*, 2025).

**Practical (Managerial) Implications:** For practitioners, the findings suggest that stakeholder engagement should be treated as a strategic mechanism for building resilience rather than a purely communicative task. Evidence shows that collaborative engagement enhances adaptive capacity and project continuity under uncertainty (Dong, 2023; Yang *et al.*, 2022). Effective governance structures, inclusive communication practices, and the use of digital tools are critical for coordination and trust across organizational boundaries, especially in multi-actor and media-related projects (Antsipava *et al.*, 2024; Lim *et al.*, 2024; Vallim *et al.*, 2025).

## Summary of Results

The bibliometric analysis shows that stakeholder engagement is the most dominant keyword and functions as the central node of the research landscape. It consistently appears with organizational resilience, which indicates growing recognition that engagement practices are closely tied to a project's ability to absorb shocks and adapt. However, the relationship is still not systematically conceptualized across studies. The keywords communication and innovation form another strong cluster. They frequently co-occur with stakeholder engagement, suggesting that modern engagement practices increasingly rely on digital tools, information sharing, and adaptive communication mechanisms. Despite this visibility, empirical studies that connect communication, innovation, and engagement within multi organizational projects remain limited. The keyword multi organizational projects itself appears far less frequently than expected, confirming that cross-organizational collaboration is still an underdeveloped niche within the broader engagement literature. When it does appear, it is mostly linked to governance, coordination, and resilience rather than to holistic engagement models. Overall, the co-occurrence patterns suggest that although the concepts of engagement, resilience, communication, and innovation are individually well explored, research rarely integrates them into a unified framework. This gap leaves room for future studies to develop interconnected models that reflect the complexity of real multi organizational project environments. Notably, when the analysis is narrowed to journalism and media-related projects, the bibliometric evidence shows near-absence in the co-occurrence structure, indicating that stakeholder engagement in journalistic multi-organizational settings

remains marginal in mainstream project-management scholarship and is still weakly theorized and empirically tested.

## Conclusions and Recommendations for Future Research

### Conclusions

- This bibliometric analysis shows that although stakeholder engagement is well recognized in traditional project-management fields such as engineering, construction, and business, these disciplines still exhibit conceptual fragmentation. Across these fields, resilience, communication, and innovation appear consistently in the literature, yet they are rarely examined together or positioned within integrated multi-organizational frameworks. Even in established domains, researchers continue to call for more systematic models and deeper empirical foundations.
- When shifting the focus to non-traditional project-management sectors, the gap becomes significantly wider. It is interesting that nowadays, which is declared as era of “projectification” (Wagner & Radujković, 2025) the border line between traditional project-oriented sectors and non-project-oriented sectors becomes very thin and somewhat invisible, as projects penetrated across all levels and sectors of human activities. The dataset reveals that journalism and media projects are almost entirely absent from the scholarly discussion on stakeholder engagement and organizational resilience. This absence is notable because journalism operates as a multi-organizational ecosystem that depends on coordination between newsrooms, freelancers, funders, civil-society partners, and regulatory actors.

These environments are marked by political volatility,

- uncertainty, and rapid information flows, which makes engagement and resilience especially critical.
- The comparison between traditional and non-traditional sectors leads to a clear conclusion.

If traditional project-management disciplines still require more research on integrated engagement models, then journalism and media represent a genuine, high-value research gap, not simply a marginal omission. Their near absence from the literature highlights an opportunity for theoretical advancement and for meaningful sector-specific contributions that existing PM scholarship has not yet addressed.

- In short, the study demonstrates that linking project-management theory with journalism practice is both underdeveloped and necessary. The intersection offers fertile ground for advancing understanding of engagement, resilience, communication, and innovation within complex multi-organizational settings.

### Recommendations for Future Research

1. **Position journalism as a strategic research frontier:** Because journalism shows almost no presence in the co-occurrence structure, future studies should intentionally situate media projects within PM theory. This can help expand the scope of stakeholder-engagement frameworks beyond traditional industries.
2. **Build integrated models that reflect real cross-organizational dynamics:** Future research should connect engagement, resilience, communication, and innovation within a single analytical framework,

particularly for sectors operating under uncertainty.

3. **Use journalism as a context to test PM theories in volatile environments:** Media projects provide natural stress conditions that can reveal mechanisms of engagement and resilience more clearly than stable construction or business settings.
4. **Analyze governance structures unique to media collaborations:** Journalism projects often involve non-hierarchical, rapidly shifting networks. Understanding governance in these settings can add new dimensions to PM scholarship.
5. **Investigate the role of digital tools in stakeholder coordination:** Journalism is highly digitized and geographically distributed, making it ideal for studying digital engagement mechanisms.
6. **Conduct comparative studies between traditional and non-traditional sectors:** Comparing media, construction, humanitarian, and IT projects can help identify cross-sector patterns and sector-specific engagement challenges.

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- **Author contributions:** W.N.: conceptualization, data collection, bibliometric analysis, writing. M.R.: supervision, methodology validation, review and editing.

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