



Effect of Corporate Digital Communication on Organisational Performance: Systematic Literature Review

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Abstract

This research examines the rising significance of corporate digital communication in the current digital era by presenting a systematic literature review (SLR) on the subject. The way businesses interact with stakeholders, such as customers, workers, and investors, has changed dramatically due to the transition from conventional communication techniques to digital platforms. The PRISMA technique aggregates findings from 55 peer-reviewed publications published between 2013 and 2024 to ensure robust analysis. The findings demonstrate that corporate digital communication remarkably improves staff productivity, customer happiness, operational efficiency, and brand reputation while considerably enhancing Organisational performance. Additionally, the capacity of companies to communicate with stakeholders in real-time and on a customised basis promotes higher loyalty and trust, both of which boost market presence and financial success. The study also emphasises the increased attention digital transformation and corporate social responsibility (CSR) have received, especially in recent years. The SLR's overall findings support the notion that corporate digital communication plays a crucial role in contemporary business strategy and directly impacts the sustainability and long-term performance of organisations.

Keywords

Digital Communication, Social Media, Internet, Organization, Digital Transformation

1. Introduction

The business environment has seen significant changes in how firms interact internally and publicly in the present digital era (Veile, Schmidt, & Voigt, 2022). With the advent of digital tools and platforms, corporate communication, which was previously concentrated on press releases, print media, and in-person meetings, has completely changed. Social media, cloud computing, mobile technology, and the internet have drastically changed how businesses engage with their stakeholders, clients, staff, and the general public (Azmi et al., 2021; Schneider & Kokshagina, 2021). The consequences for an organisations overall performance of moving from traditional to digital communication channels are becoming an essential field of research. Businesses looking to stay competitive in a fast-paced, digitally linked world must comprehend how corporate digital communication affects Organisational performance.

Corporate communication pertains to the techniques and procedures establishments employ to interact with diverse stakeholders, including staff members, clients, investors, authorities, and the wider community (Sorour, Boadu, & Soobaroyen, 2021). Conventional corporate communication environments often use press releases, written memos, printed reports, and in-person meetings (Yasir, Nurjanah, Yohana, & Samsir, 2022). The adoption of digital communication channels, where information is exchanged and consumed online, has undergone a seismic upheaval in the recent several decades. The quick development of the internet, improvements in mobile technology and the pervasive usage of social media platforms are all responsible for this change.

Digital communication in corporate settings now encompasses a wide range of tools and platforms, including websites, email, social media networks (such as Facebook, LinkedIn, X, and Instagram), blogs, instant messaging applications, video conferencing tools (like Zoom and Microsoft Teams), and intranet systems (Laužikas & Miliūtė, 2020). With these digital technologies, communication can be conducted more quickly, effectively, and globally, allowing enterprises to engage with stakeholders in real-time. For instance, businesses may now use social media to interact with clients in various time zones and geographical locations, instantly address questions or concerns, and foster brand loyalty through relevant and consistent online interaction.

In corporate communication, the effectiveness of an organization's communication strategy can directly and indirectly influence its performance outcomes (Fernandez, Hartmann, & Apaolaza, 2022; Gamji, Kara, Nasidi, & Abdul, 2022). For instance, a company with solid digital communication capabilities may be better able to engage customers, manage its reputation, and foster a collaborative culture among its employees. This can lead to tangible improvements in customer retention, brand equity, and employee productivity, all of which enhance overall performance. However, the shift to digital communication is not just about adopting new technologies; it is also about redefining how organisations structure their communication strategies, how they create content that resonates with diverse audiences, and how they make sure that their efforts positively impact the organisations.

A systematic literature evaluation is required to thoroughly grasp the present level of knowledge in this field, given the rapid growth of digital communication technologies and their expanding influence on Organisational performance, through an analysis and synthesis of previous research.

2. Literature Review

2.1 Corporate Digital Communication

Digital communication has become vital for businesses looking to communicate with stakeholders, manage their reputations, and promote engagement across platforms in today's ever-changing business environment (Cho, Furey, & Mohr, 2017; Nasidi, Ahmad, Garba, Hafiz, & Hassan, 2022). The strategic use of digital channels for communication with internal and external stakeholders, including staff members, clients, investors, suppliers, and the general public, is known as corporate digital communication (Carrillo-Durán & García García, 2020). This type of communication uses digital resources such as websites, social media, email, and mobile applications to promote business communications, develop brand identity, and improve consumer interactions.

Businesses always need effective corporate communication to thrive (Heath, 2020). Print media, radio, TV, and in-person contact were the traditional means of facilitating this communication. However, business communication has changed significantly since the internet and social media platforms became popular. The transition from print to digital media has given companies more chances to communicate with their stakeholders in real-time, expanding the scope and promptness of their outreach initiatives. The emergence of digital platforms like email newsletters, company blogs, and social media has made it possible for businesses to communicate in more ways than one (Adeola, Hinson, & Evans, 2020). Companies may now converse with their audience instead of just sending messages, offering a more customised and dynamic communication experience. Furthermore, businesses can now customise their messaging thanks to digital technologies by leveraging data and analytics to create content that appeals to particular audiences.

Instantaneous global reach is possible for companies through digital communication. Digital tools allow businesses to connect with stakeholders across geographical limits, increasing their reach and impact in contrast to conventional communication approaches. Digital communication channels are more economical for advertising than traditional approaches like print or television advertisements. While requiring less money upfront, email marketing, social media campaigns, and content marketing frequently result in larger returns on investment (ROI). This makes it possible for businesses to tailor their communication strategy and manage resources more effectively. The instantaneous nature of digital communication is one of its main advantages (Hassan, BaraU Gamji, Yahaya Nasidi, & Latiff Azmi, 2021; Rahmawati & Sujono, 2021). Businesses may communicate and get real-time feedback, speeding up problem-solving and decision-making. Real-time communication also helps firms respond to consumer requests, resolve issues, and handle crises quickly and quickly.

2.2 Organisational Performance

Organisational performance is a critical concept in management and business studies, measuring how well an organisation achieves its objectives and meets the expectations of its stakeholders (Akpa, Asikhia, & Nneji, 2021; Garba, Salleh, Hafiz, Nasidi, & Bakar, 2022). These stakeholders may include shareholders, employees, customers, suppliers, and the broader community. The total results of all an organisation's operations can be called organisational performance. This indicates the overall efficacy and efficiency with which the organisation converts inputs (like labour, capital, and materials) into outputs (like goods, services, or societal value). It is an important idea because it shows how well an organisation maintains its competitiveness, creates value for its stakeholders, and achieves its goals.

Performance within an organisation is important for several reasons. First, it enables firms to evaluate their existing situation and monitor their advancement over time. This is crucial in a cutthroat corporate climate where survival and expansion depend on ongoing development. Organisations can determine their strengths, shortcomings, and areas needing development by assessing their performance. Organisational performance also serves as a stakeholder

communication medium (Yang & Basile, 2021). For instance, financial returns are important to shareholders, while job stability and pleasure may be important to employees. While governments and communities may concentrate on an organisation's social responsibility and ethical behaviour, customers consider the product and service quality. Therefore, a company may exhibit accountability and transparency in its operations by assessing performance.

Furthermore, enduring sustainability and strong organisational performance are closely related. Good performers are more likely to draw in capital, hold onto top personnel, and cultivate enduring bonds with partners and clients (Musheke & Phiri, 2021). Also, performance evaluation is essential for deliberating on strategy well-informedly. Businesses can better adjust their approach in reaction to changes in the market, technological advances, or changes in customer behaviour when they have reliable performance measurement and interpretation.

2.3 Corporate Digital Communication and Organizational Performance

In the modern digital era, when an organisation's communication style greatly influences its success and overall performance, corporate digital communication and organisational performance are intertwined. Businesses use digital platforms, tools, and technology to communicate with their stakeholders, including clients, staff, investors, and the general public, which is referred to as corporate digital communication (Jelovac, Ljubojević, & Ljubojević, 2022). These platforms include social media, internet, email, and mobile applications. Within this framework, an organisation's performance is determined by how successfully it accomplishes its objectives, including monetary gain, client contentment, operational effectiveness, or societal influence.

The emergence of digital technology has revolutionised internal and external communication inside organisations. Digital communication significantly impacts organisational success as it becomes an essential component of company strategy (Brockhaus, Buhmann, & Zerfass, 2023). Customer engagement and satisfaction are among the most important outcomes achieved through company digital communication. Customer interactions have been completely transformed by the capacity to offer tailored information, receive real-time feedback, and engage with customers through digital channels. Organisations may connect customers at several touchpoints using digital communication technologies like email newsletters, chatbots, and social media. This can boost customer satisfaction and brand loyalty.

For instance, social media platforms like X, Facebook, and Instagram allow businesses to respond to customer queries and complaints almost instantly, providing a previously unattainable service. These platforms also enable brands to build communities around their products, fostering deeper relationships with their audience. Research shows that engaged customers are more likely to become repeat buyers and advocates for a brand, positively influencing organisational performance through increased revenue and positive word-of-mouth marketing. Furthermore, digital communication enables organisations to gather real-time customer data and insights, allowing for more targeted marketing campaigns and personalised customer experiences (Nwosu, Babatunde, & Ijomah, 2024). This data-driven approach can enhance customer satisfaction, as customers feel that the organisation understands and caters to their individual needs.

3. Methodology

This research adopts a Systematic Literature Review (SLR) as methodology. SLR is a methodology that expansively examines previous researches or studies within a particular topic or specific area (da Silva, da Costa, Crovato, & da Rosa Righi, 2020). SLR refers to a formal process that locates and integrates relevant research systematically. It uses transparent, well-organised, and repeatable processes at every turn. In fact, SLR uses a predetermined technique to analyse literature methodically, assigning it a quality rating while answering research questions to draw conclusions and show a thorough understanding of certain research topics (Aktar, Dhahi, & Abdullahi, 2024). SLR is proposed in this study using an integrated review analysis that combines mixed, qualitative, and quantitative methods.

The review process is based on the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA). The PRISMA criteria were implemented following international best practices to guarantee the systematic review approach's rigour and honest reporting. For carrying out the comprehensive analysis model, a protocol outlining the inclusion and exclusion criteria for the research and the suggested analysis approach were planned out before the review. All study records were compiled using the Scopus database.

3.1 Search Procedure

Data mining was carried out using the Scopus database (www.scopus.com), focusing on the key themes, i.e., corporate digital communication and organisational performance. Scopus, a comprehensive multidisciplinary database, includes citations and abstracts from books, trade journals, academic papers, patents, and conference proceedings. A database such as this one might serve as a summary of scientific study. Thus, the Scopus database has become a vital academic resource worldwide (Pranckutė, 2021). As long as this is the case, the Scopus database serves as an appropriate data set for the current research setting, as highly cited and popular publications serve as indicators of the relevant field. In the beginning, the research employed a set of keywords and search terms, in combination and individually, using the Boolean operators 'AND' and 'OR' as well as advanced search techniques: 'corporate digital communication', and 'organisational performance', 'corporate digital communication and organisational performance'. The search looked for these keywords in the title and abstract. The papers were sorted chronologically from earlier published in 2013 to 2024. The PRISMA was

applied to refine the search. This made it easier to methodically incorporate any relevant papers and omit ones outside the study's scope. The data was analysed using R.

3.2 Selection Process

Recognising and eliminating duplicate data was part of the study's initial phase. Subsequently, the paper titles and abstracts were examined according to preset inclusion standards. Analyses of the methodology and discussion parts of relevant research were conducted thoroughly. Figure 1 illustrates this study's framework, showing the process of paper selection from the Scopus database. In the first stage, 620 articles were identified; in the second stage, 431 articles were excluded from the screening as irrelevant. In the third stage, eligibility was performed, and 165 articles that were out of scope were removed. The remaining articles were assessed in detail, leading to the final stage of the selection process (included). Finally, 55 articles met the established inclusion criteria and were selected for the analysis.

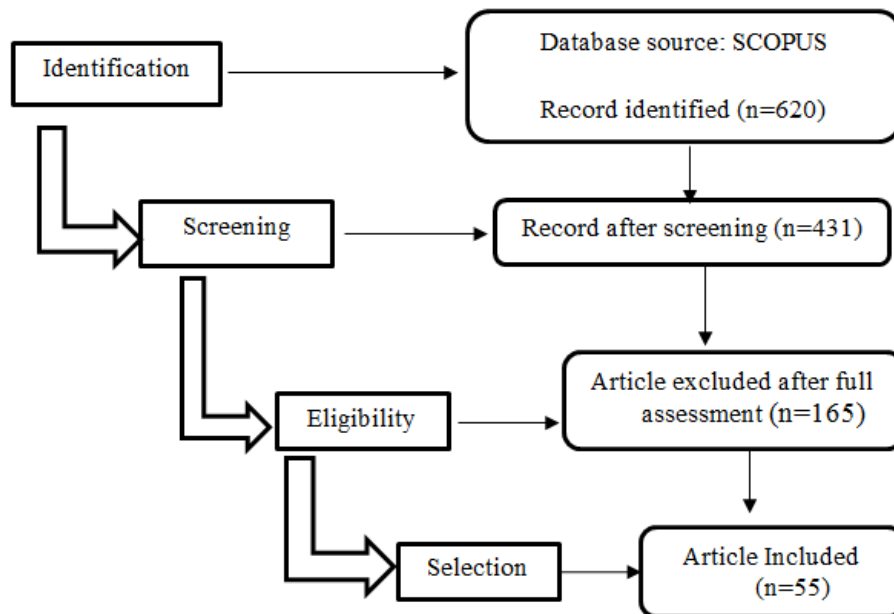


Fig. 1 Selection Process

4. Result and Discussion

4.1 Annual Publication Growth

The classification presents a frequency distribution of 55 articles organised by their year of publication (2013-2024). There is an indication of slow growth at the initial stage. For instance, from 2013 to 2016, the number of publications is low and slightly stagnant, with only one or two publications per year. This revealed the early stages of research in this area and minimal activity during these years. 2017 there was a significant increase; the number of publications increased to 7. This indicates a growing interest in the subject area because of more publications. 2018-2020 can be a stabilisation stage. Between 2018 and 2019, the number of publications altered slightly but was relatively stable, with seven publications in 2018, a drop to 3 in 2019, and a moderate rise to 4 in 2020. These years reflect a period of research activities but with minor variations from year to year. 2021 seems to be the peak year with the highest number of articles; nine articles were published, which indicates a height of previous research momentum and interest. After the peak in 2021, there is a slight decline between 2022 and 2023; in these years, the number of publications declines to six (6). In a nutshell, the level of consistency of research output can be observed between 2017 and the present; there have been no serious declines. Table 1 displays the annual publication growth regarding the number of articles published from 2013 to 2024.

Table 1 Annual Publication Growth

Year	Articles
2013	1
2014	2
2015	2
2016	1
2017	7
2018	7
2019	3
2020	4
2021	9
2022	6
2023	6
2024	7

4.2 Most Cited Country

The research assessed the countries with high total citation (TC) in the corporate digital communication area. United States of America (USA) has the highest total citations, with 199 citations across all publications. The average citation per publication is moderate (28.4), indicating that it has a large volume of articles. Norway followed the USA in terms of citations with 177 TC, but its average citations (88.5), which is the highest in the table, indicates that its publications are very impactful. Italy has a TC count of 99 and an average article citation of (33) which indicates steady performance. The United Kingdom (UK) has a similar TC to Italy 91 but a lower average article citation score (13); this shows many publications with lower or fewer citations per article. The TC of Switzerland is 90, with 45 citations per article; this shows an impressive performance. Pakistan and the Netherlands have 61 and 41 TC, with high average citations. Malta and Bahrain have 33 and 32 TC, and both countries have an average citation, indicating that their contribution is relatively low but well cited. Germany, Malaysia, Greece, Sweden and Australia have modest TC and average citations, which indicate steady but not highly impactful research output. China and Denmark have very low TCs, with 3 and 1. In contrast, Bulgaria, Portugal, and the United Arab Emirates have no citations, indicating minimal impact in the research area. Table 2 presents data on different countries, their total citations (TC) and the average number of citations per article.

Table 2 Most Cited Countries

Country	TC	Average Article Citations
USA	199	28.4
NORWAY	177	88.5
ITALY	99	33
UNITED KINGDOM	91	13
SWITZERLAND	90	45
PAKISTAN	61	61
SPAIN	55	11
NETHERLANDS	41	41
MALTA	33	33
BAHRAIN	32	32
GERMANY	15	15
MALAYSIA	14	7
GREECE	13	13
SWEDEN	8	8
AUSTRALIA	5	5
CHINA	3	3
DENMARK	1	0.3
BULGARIA	0	0
PORTUGAL	0	0
UNITED ARAB EMIRATES	0	0

4.3 Highly Cited Articles

Citation analysis is one way to assess the significance and impact of scholarly work (Hota, Subramanian, & Narayanamurthy, 2020). The number of citations indicates the article's quality and influence in the academic environment. Table 3 presents the most cited fifteen papers on corporate digital communication and organisational performance. Syvertsen (2020) stands out with 177 citations, with 35.4 citations per year and a normalised citation count of 3.58. it has a substantial impact within a short period. Tsai and Men (2017), published in *New Media and Society*, have 92 TC and the highest normalised citation count of 4.54, indicating a high impact. Valentini (2018) has 76 citations and a normalised TC of 2.91; this is a strong performance, especially in communication. Ahmad et al. (2021) have 15.25 TC per year and a normalised TC of 2.77; the citation is relatively higher for recent publications. Vogler and Eisenegger (2021) follow closely with 13.5 TC and a normalised TC of 2.45 per year, impacting recent research.

In a nutshell, the research trends indicated that recent articles from 2020-2022 are gaining quick traction, indicating that the current research topics resonate with the academic environment. Articles published in journals like *Sustainability* and *New Media and Society* have higher normalised citation scores, indicating these publications' influence within their respective fields. The old articles that continue to receive citations show steady, long-term impacts, but new publications are gaining momentum faster.

Table 3 Highly Cited Papers

Author, Year and Paper	DOI	Total Citations	TC per Year	Normalised TC
SYVERTSEN T, 2020, CONVERGENCE	10.1177/1354856519847325	177	35.4	3.57575758
TSAI WHS, 2017, NEW MEDIA AND SOCIETY	10.1177/1461444816643922	92	11.5	4.53521127
VALENTINI C, 2018, J COMM MANAGE	10.1108/JCOM-01-2018-0005	76	10.8571429	2.90710383
AHMAD N, 2021,	10.3390/su13042319	61	15.25	2.77272727

SUSTAINABILITY				
VOGLER D, 2021, BUS SOC	10.1177/0007650320928969	54	13.5	2.45454545
BANGHART S, 2018, MANAGE COMMUN Q	10.1177/0893318918766405	41	5.85714286	1.56830601
GOLDKIND L, 2015, HUM SERV ORGAN MANAG LEADERSH GOV	10.1080/23303131.2015.1053585	37	3.7	1.01369863
RUEHL CH, 2015, J COMM MANAGE	10.1108/JCOM-04-2015-0025	36	3.6	0.98630137
CAMILLERI MA, 2018, TOUR PLAN DEVELO	10.1080/21568316.2017.1393772	33	4.71428571	1.26229508
GUPTA S, 2021, SUSTAINABILITY	10.3390/su13073700	32	8	1.45454545
MINOCHER X, 2019, NEW MEDIA AND SOCIETY	10.1177/1461444818803373	31	5.16666667	1.9787234
HASSARD J, 2022, HUM RELAT	10.1177/00187267211003123	31	10.3333333	2.48
GARCÍA GARCÍA M, 2017, J COMM MANAGE	10.1108/JCOM-08-2016-0069	30	3.75	1.47887324
KNIGHT H, 2022, BUS STRATEGY ENVIRON	10.1002/bse.2941	26	8.66666667	2.08
NGAI CSB, 2014, J BUS TECH COMMUN	10.1177/1050651914524779	26	2.36363636	1.3

4.4 Word Cloud Analysis

Word clouds, also known as text clouds or tag clouds, are a visual representation of text data in which the size of each word indicates its frequency or importance within the given text (Kabir, Karim, Newaz, & Hossain, 2018). These word clouds can be a powerful tool for quickly identifying the key themes and concepts within a text corpus, as they provide a concise and intuitive overview of the most salient information. For this study, Corporate Social Responsibility (CSR) appears as the largest term, indicating the text's primary focus or research. CSR reflects the growing interest in businesses. Social media and sustainability are also omnipresent, indicating their importance in recent discourse, possibly concerning corporate digital communication and how organisations engage with stakeholders.

Digitisation, behavioural research, COVID-19, and banking are all centred around technological advancements, which show the impact of the pandemic and other research areas. Perception and workplace indicate an interest in how individuals or groups perceive corporate digital communication, particularly concerning work environments. Supporting topics appear in the cloud, like the internet, strategic approach, corporate strategy, and social networking, which all reinforce the connection between corporate digital communication and organisational performance.

The word cloud summarises contemporary conversations about sustainability, corporate social responsibility, and business digital transformation. The epidemic has expedited Numerous trends, forcing firms to prioritize ethical obligations, environmental effects, and digital platform adaptation to improve stakeholder involvement. Businesses use social media, in particular, as a vital instrument to promote their projects and ideals, and how the public views these efforts significantly impacts the success and credibility of the brand.



Fig. 2 Word Cloud

5. Conclusion

A definite and complex relationship exists between corporate digital communication and organisational success. An organisations capacity to engage stakeholders, foster brand loyalty, and improve overall performance is markedly enhanced by the intelligent use of digital communication channels, as evidenced by the increasing body of research highlighted by the SLR. A greater understanding of the significance of digital communication in contemporary business practices is shown in the pattern of publications over time, indicating an increase in scholarly interest in this topic, especially from 2017 to 2021. A thorough review of fifty-five papers yielded results showing that corporate digital communication supports data-driven decision-making and enables real-time stakeholder engagement. Consequently, there is an increase in worker output, customer happiness, and market visibility. In today's digital market, digital technologies are critical to Organisational performance because they provide quick, individualized communication that is not limited by geography.

The review also highlights that the United States, Norway, and Italy are at the forefront of influential research in this field, with highly cited papers demonstrating the topic's worldwide significance and effect. The data indicates that a growing body of research is being conducted in 2020–2022, particularly in digital transformation and corporate social responsibility (CSR). This suggests that corporate communication is changing due to societal expectations and technological improvements. As per the SLR results, there have been quantifiable enhancements in Organisational performance due to the transition from conventional to digital corporate communication. Organisations may become more efficient, customer-focused, and responsive by incorporating digital platforms into their communication strategy. This improves the organisations competitive edge and efficiency. The systematic literature review has confirmed that corporate digital communication is essential for long-term Organisational growth, stakeholder involvement, and immediate commercial success.

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