

Digital Communication Strategy in Organizational Operations: Communication Transformation in The Digital Age

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Abstract

Digital transformation has fundamentally reshaped communication strategies within organizational operations. This literature review examines how organizations adapt their communication frameworks to meet the demands of the digital era. The study synthesizes recent empirical and theoretical research (2023–2026) to identify key models, barriers, and strategic opportunities in digital organizational communication. Using a systematic literature review methodology, 20 peer-reviewed journals were analyzed covering dimensions of internal and external communication, leadership communication, digital tool adoption, and organizational culture. Findings reveal that effective digital communication strategies enhance employee performance, leadership quality, and organizational agility. However, organizations face challenges including information overload, resistance to change, and cultural misalignment. The study contributes a conceptual matrix framework for developing digital internal communication strategies tailored to organizational contexts. Implications for practitioners and policymakers are discussed.

Keywords: *digital communication; digital transformation; organizational communication; communication strategy; digital era.*

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1. Introduction

The rapid spread of digital technologies has fundamentally reshaped organizational communication, forcing firms across sectors to reassess and redesign their communication approaches to remain competitive, adaptable, and efficient. What once was a peripheral technological concern has become a central strategic priority, reshaping the full lifecycle of information, how it is produced, curated, disseminated, interpreted, and acted upon both within organizations and across interorganizational networks (Cosa, 2023; Raharjo, 2025). This transformation alters not only the choice of channels and tools but also the timing, format, and governance of messages: real-time data streams and algorithmically prioritized content change who receives which information and when, while increased transparency and cross-boundary collaboration demand clearer accountability and coordination. Consequently, organizational leaders and communication practitioners must adopt new digital tools, redesign workflows to support rapid information flows, and develop competencies, such as data literacy, platform stewardship, and agile content design, that ensure communications are timely, accurate, and strategically aligned. Failure to adapt these capabilities can create mismatches between technological potential and actual communicative effectiveness, undermining decision-making, employee engagement, and external stakeholder relationships.

Organizational communication in the digital era encompasses a wide spectrum of tools, platforms, and practices, from enterprise messaging and collaborative workspaces to video conferencing, AI-driven analytics, and automated reporting systems. These technologies can accelerate information flows, improve transparency, and enable data-driven decision making, but adoption and impact vary considerably between organizations. Implementation often stalls because of structural constraints (legacy systems, uneven IT infrastructure, and

budget limits), cultural resistance (entrenched habits, low trust in new channels, and established communication norms), and managerial shortcomings (unclear governance, insufficient training, and incentives that do not reward digital collaboration). Such barriers produce a persistent gap between technological potential and everyday practice: advanced tools may exist in name but remain underutilized or misaligned with work routines, creating inefficiencies, message fragmentation, and risk of misinformation. Addressing these challenges requires coordinated investments in infrastructure, deliberate change management to shift norms and build trust, and clear governance frameworks and training programs that align incentives with desired communication behaviors. Without these complementary measures, organizations risk failing to realize the promised benefits of digital communication tools (Vercic et al., 2023; Poltoratska et al., 2024).

Existing research has illuminated many facets of digital organizational communication, but comprehensive syntheses that integrate strategic, operational, and cultural perspectives remain limited. Much of the literature is fragmented: some studies focus narrowly on technology-adoption dynamics identifying determinants of uptake, interoperability challenges, and implementation pathways, while other investigations center on leadership, examining managerial behaviors, change-championing, and top-down decision processes that enable or block digital initiatives. Far fewer works systematically connect those strands to show how communication strategy plays out in everyday operations and influences organizational performance, through mechanisms such as feedback loops, coordination costs, information silos, and employee engagement. This disciplinary siloing leaves key questions unanswered: How do strategic choices about channels, governance, and messaging translate into measurable operational outcomes? Under what organizational conditions do cultural norms and managerial routines strengthen or weaken the effects of a communication strategy? Which implementation practices reduce coordination costs while preserving clarity and trust? To fill these gaps, the present study synthesizes recent scholarship to offer an integrative perspective on digital communication strategy, aiming to link theoretical frameworks with practical implications for organizational functioning and performance (Sukoco et al., 2024; Munandar et al., 2024).

The novelty of this review rests on its emphasis on how internal and external communication strategies converge during digital transformation, linking theoretical frameworks with concrete. The novelty of this review lies in its focus on the convergence between internal and external communication strategies amid digital transformation, deliberately connecting theoretical perspectives with actionable organizational practices. By investigating inward-facing processes, such as employee engagement, knowledge sharing, workflow coordination, and platform governance, alongside outward-facing activities like stakeholder communication, brand messaging, and customer interaction, the review shows how integrated approaches can generate synergies that isolated, single-focus studies often overlook. This combined lens reveals interactions such as how internal transparency and timely knowledge flows improve customer responsiveness, or how external stakeholder feedback reshapes internal priorities and information flows. The guiding research question is: How do digital communication strategies shape and transform organizational operations in the digital age? To address this question, the study maps recurring patterns in the literature, synthesizes conceptual frameworks that capture multi-directional flows and governance needs, and distills practical best practices organizations can adopt ranging from channel alignment and responsibility matrices to training programs and monitoring metrics to improve clarity, speed, and accountability in cross-boundary communication.

2. Method

This study employs a systematic literature review (SLR) approach and adheres to PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines to maximize transparency, replicability, and rigor in how sources are identified, screened, and reported. The research design is qualitative and interpretive: rather than statistically aggregating effect sizes, the review emphasizes critical synthesis of both

empirical and theoretical work to reveal patterns, tensions, and conceptual advances in digital communication strategy. Data collection followed pre-specified inclusion and exclusion criteria, and selected articles were subjected to iterative reading and coding to extract study aims, methods, findings, and stated implications. Thematic mapping then organized codes into higher-order categories that link strategic choices (channel selection, governance, messaging) to operational processes (workflows, coordination) and cultural factors (norms, trust, managerial practices). By combining systematic retrieval with interpretive analysis, the review aims not only to summarize current knowledge but also to surface unresolved questions, methodological limitations, and practical recommendations that can guide future empirical work and organizational practice.

A total of 20 peer-reviewed journal articles published between 2023 and 2026 were selected as the primary sources for this review. The literature search spanned multiple databases, Consensus.app, Scopus, and Google Scholar—and used targeted keyword strings such as “digital communication strategy,” “organizational communication digital transformation,” “internal communication digital era,” and “corporate communication digitalization” to capture both conceptual and applied studies. Selection followed predefined inclusion criteria: (a) publication in a peer-reviewed journal; (b) direct relevance to digital communication or digital transformation in organizational contexts; and (c) publication within the 2023–2026 timeframe. Retrieved records underwent a staged screening procedure consisting of title and abstract review, full-text assessment for topical relevance, and quality appraisal to exclude studies with insufficient methodological transparency or weak empirical grounding. Relevant information from retained articles was extracted using a standardized form to record aims, methods, sample characteristics, theoretical framing, and key findings. The resulting sample therefore comprises recent, methodologically vetted contributions that together reflect contemporary thinking and empirical evidence on how organizations design, implement, and govern digital communication strategies.

Data extraction focused systematically on each article’s stated objectives, research design, key findings, and the implications authors drew for practice and theory. Reviewers read retained papers in full and recorded relevant details in a standardized extraction form to maintain consistency and enable cross-study comparison (study aims, sample characteristics, instruments, analytic approach, and main results). The extracted data were then subjected to thematic analysis: we iteratively coded findings, compared codes across studies, and grouped them into higher-order themes to surface recurring patterns, tensions, and gaps in the literature. Coding followed four a priori analytical dimensions: (1) communication models and conceptual frameworks used to explain digital interactions and channel choice; (2) barriers and challenges that impede effective digital communication, including technical limitations, cultural resistance, and managerial shortcomings; (3) strategies, tools, and governance mechanisms organizations adopt to design, implement, and oversee digital communication; and (4) observed outcomes and performance impacts, such as changes in efficiency, employee engagement, coordination costs, and stakeholder responses. Organizing evidence along these dimensions enabled systematic comparison across methodological traditions and contexts and supported the construction of an integrative narrative that links theoretical constructs to actionable organizational recommendations.

3. Results and Discussion

To organize the review’s empirical insights, we first present the evolving digital communication models and frameworks identified in the literature, showing how these conceptual tools inform practical channel choices, governance, and evaluation in organizational settings.

a. Digital Communication Models and Frameworks

The literature reveals a diverse and evolving set of communication models specifically adapted for the digital era. For example, Wuersch et al. (2026) propose a Matrix. The literature presents a rich and evolving array of communication models tailored to the demands of the digital era, reflecting efforts to rethink how organizations orchestrate information flows amid proliferating channels and accelerated timelines. One notable contribution, Wuersch et al. (2026), introduces a Matrix Approach for developing digital internal communication strategies. This framework systematically maps available communication channels against organizational needs and distinct audience profiles, enabling practitioners to assess each channel's appropriateness for specific purposes. By classifying channels along dimensions such as purpose (informing, collaborating, soliciting feedback), reach (broad broadcast versus targeted groups), immediacy (real-time versus asynchronous), and suitability for different employee cohorts (field staff, remote teams, leadership), the matrix provides a practical decision tool to prioritize tool selection and design message flows.

Beyond mere selection, the Matrix Approach encourages organizations to articulate channel governance, who owns a channel, what content belongs there, and how success is measured, thereby reducing overlap, message fatigue, and confusion. It also links channel choices to intended outcomes (engagement, clarity, responsiveness), which facilitates evaluation by making it possible to track whether a given channel mix produces the desired communicative effects. As such, the matrix functions both diagnostically, helping leaders identify mismatches between tools and needs and prescriptively, offering a roadmap for redesigning communication architectures during digital transformation.

Importantly, the Matrix Approach aligns with broader theoretical moves in the literature that treat communication systems as socio-technical configurations: tools are meaningful only insofar as they are embedded within governance structures, content strategies, and cultural norms that shape use. By combining channel characteristics with audience segmentation and outcome mapping, the matrix helps bridge strategic intent and operational practice, giving organizations a structured method to translate high-level communication goals into concrete channel policies, training plans, and evaluation metrics.

The literature increasingly calls for a fundamental reconsideration of organizational communication theory in response to digital disruption. Marpaung and Ritonga (2026) contend that traditional, linear models of communication are inadequate for contexts defined by multi-directional, real-time exchanges; they advocate reconstructing theory toward dynamic, adaptive frameworks that explicitly incorporate algorithmic mediation, heightened information velocity, and networked organizational architectures. Such updated frameworks should explain how platform algorithms filter and prioritize information, thereby shaping visibility, attention, and who becomes an informal influencer within an organization, how instantaneous feedback loops accelerate decision tempos and alter accountability, and how more porous organizational boundaries redistribute authority and diffuse information flows across internal and external networks. Complementing these theoretical proposals, Chadi et al. (2025) examine institutional communication from an administrative perspective and demonstrate that digital transformation necessitates new governance arrangements: formalized communication policies, defined stewardship roles, coordination mechanisms across departments, and risk-management protocols to preserve message coherence while enabling openness. Together, these contributions highlight dual imperatives. Theoretically, scholars must develop models that capture the socio-technical complexity of digital communication ecosystems; practically, organizations need to redesign administrative structures and governance practices to steward information responsibly, maintain strategic alignment, and mitigate risks such as misinformation, privacy breaches, and fragmentation of organizational knowledge.

Table 1. Key Digital Communication Frameworks Identified in the Literature

Author(s)	Year	Framework / Model	Key Contribution
Wuersch et al.	2026	Matrix Approach	Maps digital channels to org. strategy needs
Marpaung & Ritonga	2026	Reconstructed Org. Comm. Theory	Adapts classical theory to digital disruption context
Chadi et al.	2025	Institutional Comm. Strategy	Governance structures for digital communication
Vercić et al.	2023	Digital Internal Comm. Review	Systematic review of internal digital communication
Saker	2024	Strategic Comm. Plan	Project communication plans for enterprise efficiency

Source: Synthesized from literature review (2023–2026)

b. Barriers and Challenges in Digital Communication

Despite its transformative potential, the adoption of digital communication within organizations is often obstructed by a range of persistent barriers. Raharjo (2025), in a comprehensive literature review, identifies several interrelated obstacles that slow or distort implementation: pervasive digital skill gaps among employees and managers, active resistance to change rooted in fear or uncertainty, limited or outdated IT infrastructure, and cultural conservatism that favors established, hierarchical modes of interaction. These challenges do not operate in isolation; skill deficiencies make staff less able to use new tools effectively, which in turn reinforces skepticism and managerial reluctance to reconfigure processes. Infrastructure shortfalls, such as unreliable connectivity, legacy systems that do not integrate with modern platforms, and limited technical support, create practical frictions that undermine even well-intentioned initiatives. Cultural factors further complicate adoption: organizations with entrenched top-down communication norms often struggle to accommodate multi-directional, transparent flows, fearing loss of control or accountability. Raharjo notes that these issues are especially pronounced in public sector and traditionally structured organizations, where bureaucratic procedures, risk aversion, and formal chains of command magnify the difficulty of shifting to agile, digitally mediated communication practices. Addressing these barriers therefore requires coordinated interventions, capacity building, infrastructure investment, change management, and governance redesign to align technology adoption with organizational culture and operational realities.

Poltoratska et al. (2024) analyze how digital communication tools reshape organizational culture and reveal a nuanced, sometimes paradoxical, impact. On one hand, digital platforms increase the frequency, reach, and traceability of interactions, enabling faster information exchange, broader stakeholder inclusion, and easier documentation of decisions. On the other hand, the same technologies can weaken the informal, interpersonal exchanges that sustain cohesion and trust: casual hallway conversations, spontaneous mentoring moments, and nonverbal cues are harder to replicate in mediated channels, which may lead to a sense of social distance or reduced psychological safety. The study highlights that greater connectivity therefore does not automatically equate to higher-quality communication or stronger organizational effectiveness; instead, platform proliferation can produce message overload, superficial interactions, and fragmented relational networks if not consciously managed. Poltoratska et al. argue that organizations must attend to the social architecture of communication, designing opportunities for informal interaction, preserving spaces for relational work, and aligning digital practices with cultural norms,

to ensure that connectivity enhances rather than undermines trust, engagement, and collective performance.

Pavlova et al. (2026) examine how personnel communication processes must be managed amid accelerating business digitalization and argue that migrating to digital workflows requires a fundamental reconfiguration of human resource communication practices. Their analysis shows that digital tools change not only the channels through which HR messages are delivered, but also the timing, tone, and expected reciprocity of those messages, shifting employee expectations toward more immediate, transparent, and interactive forms of communication. Crucially, Pavlova et al. find that technical deployment alone is insufficient: without targeted training, role clarification, and deliberate change-management communication, employees often misunderstand new workflows, resist altered responsibilities, or revert to legacy practices.

These implementation gaps reduce the effectiveness of digital initiatives, creating friction, duplication of effort, and unmet performance goals. Aloslyn (2026) reaches a similar conclusion, highlighting that failures in communication and capacity building are common proximate causes when digital projects do not deliver their intended organizational outcomes. Together, these studies underscore the importance of pairing technological rollout with structured HR communication strategies, comprehensive training programs, staged messaging campaigns, feedback channels, and leadership modeling, to foster adoption, align expectations, and realize the benefits of digital transformation.

Table 2. Barriers to Digital Communication Implementation in Organizations

Barrier Category	Description	Source
Skill Gaps	Insufficient digital literacy among employees	Raharjo (2025)
Cultural Resistance	Preference for traditional hierarchical communication	Poltoratska et al. (2024)
Infrastructure Deficit	Inadequate ICT infrastructure, especially in public sector	Chadi et al. (2025)
Change Management	Poor communication during digital transition processes	Pavlova et al. (2026)
Information Overload	Excessive digital messages reducing attention & engagement	Vercić et al. (2023)
Trust Erosion	Reduced informal bonds in digital-only communication	Poltoratska et al. (2024)

Source: Synthesized from literature review (2023–2026)

c. Strategic Approaches and Digital Tools

Effective digital communication strategy depends on purposeful selection and deployment of tools that align closely with organizational objectives and stakeholder needs. Padmono (2023) outlines practical principles for enhancing digital communication effectiveness, stressing audience-centered design, understanding who recipients are and tailoring message form and timing accordingly, robust feedback mechanisms to capture reactions and adapt content, and iterative improvement cycles that use performance data to refine channels and practices over time. Building on these ideas, Yashan (2024) articulates five strategic pillars for business contexts: clarity (ensuring messages are unambiguous and goal-focused), consistency (maintaining a

coherent voice and information rhythm across channels), channel appropriateness (matching medium to message and audience), cultural sensitivity (adapting content and norms to diverse internal and external audiences), and continuous evaluation (regularly measuring outcomes and adjusting tactics). Together, these frameworks imply that effective digital communication is not a one-off technology choice but an ongoing socio-technical process: organizations must combine user research, governance rules, training, and analytics to select tools that support strategic aims, monitor their effects, and iterate practices to maintain relevance and performance.

Rojikun and Darda (2025) demonstrated how strategic digital communication directly influences consumer purchase intent in the digital marketplace, reinforcing the link between communication strategy and organizational outcomes. From a managerial perspective, Sukoco et al. (2024) synthesized literature on strategic business communication for managerial effectiveness, highlighting that leaders who master digital communication channels are better positioned to drive organizational alignment and commitment.

Munandar et al. (2024) specifically investigated the effect of digital optimization strategy and communication on employee performance, finding significant positive correlations between structured digital communication initiatives and productivity metrics. Saker (2024) contributed a practical framework for crafting project communication plans that enhance enterprise efficiency, particularly in complex multi-stakeholder environments.

Table 3. Digital Communication Strategies and Associated Outcomes

Strategy	Digital Tools/Approach	Organizational Outcome	Source
Audience-centered design	Segmented digital messaging	Improved communication effectiveness	Padmono (2023)
Clarity & consistency	Unified messaging platforms	Enhanced brand & organizational trust	Yashan (2024)
Digital optimization	ERP, CRM, internal portals	Improved employee performance	Munandar et al. (2024)
Matrix approach	Channel-strategy mapping	Aligned internal communication	Wuersch et al. (2026)
Strategic project comms.	Stakeholder communication plans	Enterprise efficiency gains	Saker (2024)
Leadership communication	Video conferencing, AI tools	Transformational leadership quality	Musawir et al. (2025)

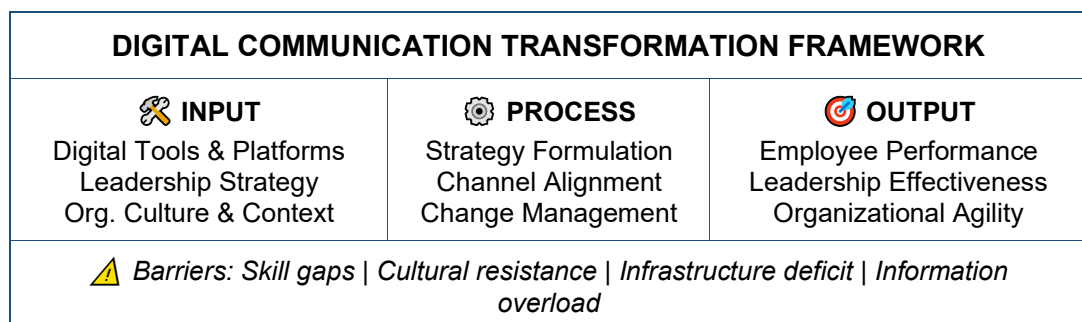
Source: Synthesized from literature review (2023–2026)

d. Outcomes: Communication Transformation and Organizational Performance

The transformation of communication in organizational operations yields multidimensional outcomes. Musawir et al. (2025) demonstrated that digital organizational communication positively enhances the quality of transformational leadership, as digital platforms enable more frequent, transparent, and participatory leader-follower interactions. Gülay (2025) analyzed the transformation of communication and management strategies in corporations, observing that organizations embracing digital communication experience faster decision-making cycles and greater stakeholder responsiveness.

Churkin et al. (2024) emphasized the centrality of digital transformation in the development of corporate communications, arguing that organizations that fail to integrate digital communication strategies risk competitive disadvantage and reputational vulnerability. Aloslyn (2026) advanced the discourse by introducing innovative management technologies for enterprise integrated communications, proposing AI-augmented communication systems as the next frontier for organizational communication excellence.

Taruchain-Pozo et al. (2025) conducted a narrative review on organizational communication in change management, finding that effective digital communication during transformational processes significantly reduces resistance and accelerates organizational adaptation. Kriukov (2025) provided theoretical foundations for researching digital transformation in external corporate communications, highlighting the bidirectional relationship between organizational communication and external stakeholder perceptions in the digital age.



Source: Conceptual framework developed by the author, synthesized from literature review (2023–2026)

Figure 1. Conceptual Framework: Digital Communication Strategy in Organizational Operations

Figure 1 illustrates the conceptual framework synthesized from the reviewed literature. The framework depicts digital communication transformation as an input-process-output system, moderated by organizational barriers. The input layer comprises digital tools, leadership strategy, and organizational culture. The process layer involves strategy formulation, channel alignment, and change management. The output layer captures employee performance, leadership effectiveness, and organizational agility. Barriers operating across all layers include skill gaps, cultural resistance, infrastructure deficits, and information overload.

4. Conclusions and Suggestions

This systematic literature review demonstrates that digital communication strategy is a critical determinant of organizational effectiveness in the digital era. The evidence consistently shows that organizations with deliberate, structured digital communication strategies achieve superior outcomes in employee performance, leadership quality, and organizational adaptability. However, these benefits are contingent on addressing persistent barriers, including digital skill gaps, cultural resistance, and infrastructure limitations.

The proposed conceptual framework (Figure 1) offers practitioners a structured lens for diagnosing and improving their digital communication strategies. Future research should employ empirical methods to test and validate this framework across diverse organizational contexts, particularly in developing country settings where digital transformation challenges are compounded by infrastructural and resource constraints.

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