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MANAGING COMMUNICATION IN CORPORATE RESILIENCIES: A SYSTEMATIC LITERATURE REVIEW FRAMEWORK FOR ENHANCING ORGANIZATIONAL ADAPTABILITY

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ABSTRAK
Penelitian ini meneliti peran strategis manajemen komunikasi dalam membangun ketahanan perusahaan melalui tinjauan pustaka sistematis dari studi-studi terkini. Kami menggunakan kerangka metodologi empat fase yang komprehensif (identifikasi, penyaringan, kelayakan, inklusi) untuk menganalisis 40 artikel berdampak tinggi yang diterbitkan antara tahun 2019-2024. Analisis mencakup empat dimensi utama: landasan teori, metodologi penelitian, konteks studi, dan praktik manajemen komunikasi. Hasil penelitian menunjukkan dominasi Teori Pemangku Kepentingan (20%) sebagai landasan teori, dengan metodologi penelitian didominasi oleh pendekatan kuantitatif (55%). Konteks penelitian menunjukkan pengaruh signifikan COVID-19 (44%) dan perubahan global (31%) dalam membentuk praktik komunikasi organisasi. Temuan utama mengungkapkan bahwa efektivitas manajemen komunikasi dalam membangun ketahanan perusahaan bergantung pada integrasi lima elemen utama: komunikasi pemangku kepentingan (35%), komunikasi organisasi (15%), komunikasi krisis (15%), komunikasi perusahaan & Hubungan Masyarakat (12%), dan komunikasi tanggung jawab sosial perusahaan (12%). Analisis menunjukkan pergeseran paradigma dari model komunikasi linier ke pendekatan integratif yang menekankan kemampuan beradaptasi dan daya tanggap dalam menghadapi disrupsi. Penelitian ini berkontribusi pada pengembangan Kerangka Kerja Ketahanan Komunikasi Adaptif (ACR) yang mengintegrasikan manajemen komunikasi dengan ketahanan organisasi, sekaligus mengidentifikasi kesenjangan dalam literatur yang terkait dengan metrik evaluasi, studi longitudinal, dan adaptasi kontekstual. Implikasi praktis mencakup rekomendasi untuk mengembangkan strategi komunikasi adaptif, memperkuat kemampuan digital, dan menerapkan sistem evaluasi terintegrasi. Keterbatasan penelitian mencakup dominasi studi berbasis COVID-19 dan perlunya perspektif lintas budaya yang lebih kuat.

Kata kunci
Kerangka kerja adaptif, Ketahanan perusahaan, Komunikasi krisis, Manajemen komunikasi

ABSTRACT
This research examines the strategic role of communication management in building corporate resilience through a systematic literature review of recent studies. We employed a comprehensive four-phase methodological framework (identification, screening, eligibility, inclusion) to analyze 40 high-impact articles published between 2019-2024. The analysis covers four main dimensions: theoretical foundations, research methodology, study context, and communication management practices. Results indicate the dominance of Stakeholder Theory (20%) as theoretical foundations, with research methodology dominated by quantitative approaches (55%). Research context shows significant influence of COVID-19 (44%) and global change (31%) in shaping organizational communication practices. Key findings reveal that the effectiveness of communication management in building corporate resilience depends on the integration of five key elements: stakeholder communication (35%),

organizational communication (15%), crisis communication (15%), corporate communication & Public Relations (12%), and corporate social responsibility communication (12%). Analysis shows a paradigm shift from linear communication models to integrative approaches emphasizing adaptability and responsiveness in facing disruption. This research contributes to the development of an Adaptive Communication Resilience (ACR) Framework integrating communication management with organizational resilience, while identifying gaps in literature related to evaluation metrics, longitudinal studies, and contextual adaptation. Practical implications include recommendations for developing adaptive communication strategies, strengthening digital capabilities, and implementing integrated evaluation systems. Research limitations include the dominance of COVID-19 based studies and the need for stronger cross-cultural perspectives.
Keywords
Adaptive Framework, Communication Management, Corporate Resilience, Crisis Communication

Introduction

Natural disasters, economic crises, and global pandemics such as COVID-19 are factors that cause crises in companies (Coombs & Holladay, 2014). In this era of globalization full of uncertainty, companies face various challenges and crises that either directly or indirectly can threaten their survival and reputation. The ability of companies to adapt, survive and recover from shocks in the face of this situation known as organizational resilience is crucial (Linnenluecke, 2017). Organizational resilience is defined as an organization's ability to anticipate, prepare, respond to, and adapt to sudden changes and disruptions in order to survive and thrive (Denyer, 2017). This concept has become a major focus in the strategic management and crisis management literature (Williams et al., 2017). However, while the importance of organizational resilience has been widely recognized, understanding of how companies build and maintain their resilience, especially through effective communication strategies, is still limited (Boin & Van Eeten, 2013).

Communication plays a crucial role in crisis management and building organizational resilience. An effective communication strategy can help companies maintain stakeholder trust, manage public perception, and facilitate post-crisis recovery (Coombs & Holladay, 2014). Conversely, poor communication can exacerbate the impact of a crisis and threaten the survival of an organization(Ulmer et al., 2022). In this context, corporate communication management in overcoming crises and building resilience is becoming an increasingly important topic to research. Several previous studies have explored the relationship between crisis communication and organizational resilience (Frandsen & Johansen, 2017); (Olsson, 2014). However, there is still a gap in our understanding of how companies can integrate communication strategies into the process of building overall organizational resilience.

Despite the growing body of research on corporate resilience and communication management, several critical gaps remain in the existing literature. First, while numerous studies have examined crisis communication strategies (Coombs & Holladay, 2014); (Frandsen & Johansen, 2017), most focus on reactive approaches rather than proactive communication frameworks that build long-term resilience. Second, existing frameworks often treat communication as a tactical rather than strategic function in resilience building (Boin & Van Eeten, 2013); (Boin & Lodge, 2016), failing to integrate communication management into broader organizational systems. Third, there is a notable lack of systematic frameworks that specifically address how different communication dimensions interact to strengthen organizational resilience in diverse crisis contexts (Wenzel et al., 2021).

Furthermore, existing literature has not adequately addressed the changing nature of communication management in the digital era, where social media and instant communication channels have fundamentally altered stakeholder expectations and engagement patterns (Stephens et al., 2020). Most research has focused on traditional media and formal communication channels, overlooking the increasing importance of digital platforms in communication resilience strategies (Paquette et al., 2022). Additionally, cross-industry comparisons of communication management practices remain limited, with most studies examining single organizations or specific sectors without developing transferable frameworks (Bundy et al., 2016).

A better understanding of the relationship between communication, crisis management, and organizational resilience will not only contribute to the development of the theory, but also have significant practical implications. This can help companies in designing more effective communication strategies to face future challenges and build a more resilient and sustainable organization. Case studies from various industries have demonstrated the importance of effective communication management in building organizational resilience during crises. One prominent example is the case of Ericsson, a global telecommunications company, which was analysed by Norrman and Wieland (2020). After experiencing significant supply disruptions due to fires at major supplier factories in 2000, Ericsson successfully developed a comprehensive supply chain risk management strategy. This longitudinal study shows how Ericsson is using effective internal and external communications to improve their organization's resilience to future supply chain disruptions (Norrman & Wieland, 2020).

In different contexts, the aviation industry provides a compelling example of how companies are using communication to build resilience during a global crisis. A study that examined airline organizations' responses to the COVID-19 pandemic, with a particular focus on the role of communication in maintaining senior managers' commitments revealed that airlines that implement transparent and proactive communication strategies with internal and external stakeholders tend to be more resilient in the face of crises ((Filimonau et al., 2020). The financial sector also provides valuable insights into the relationship between crisis communication and organizational resilience. The characteristics of CEOs, including their communication styles, affected the resilience of U.S. commercial banks during the 2008 global financial crisis. The study found that banks with CEOs who exhibited a more open and stakeholder-oriented communication style tended to be more resilient during and after crises (Buyl et al., 2019).

Another relevant research from the mining industry in Indonesia explored the impact of corporate social responsibility (CSR) programs on the resilience of communities around nickel mining operations. This study shows that effective communication about CSR initiatives can contribute to increasing community resilience, which in turn can support corporate social licensing to operate and improve overall organizational resilience (Rela et al., 2020). Finally, in a broader context, Knight and Nurse (2020) studied how companies use communication to build an effective crisis management framework after a cybersecurity incident. This research emphasizes the importance of transparent and timely communication in rebuilding stakeholder trust and strengthening organizational resilience against future cyber threats (Knight & Nurse, 2020).

The various research that has been carried out highlight the crucial role of communication in building organizational resilience in various industries and crisis contexts. They also underscore the need for further research to understand best practices in integrating communication strategies into the broader organizational resilience framework. This research aims to fill the gap by exploring best practices in corporate communication management to overcome crises and build organizational resilience. By analyzing the latest literature and case studies from various industries, this research is expected to provide valuable insights for academics and practitioners in the fields of corporate communication, crisis management, and organizational resilience. This research will specifically analyze and synthesize the latest literature on corporate communication management in overcoming crises and building organizational resilience through systematic literature review. By formulating these objectives, a systematic literature review will provide a comprehensive understanding of the state-of-the-art in the areas of crisis communication management and organizational resilience, as well as provide a solid foundation for further research and the development of best practices within the industry.

Method

This study employed a rigorous four-phase systematic literature review methodology following the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines (Moher et al., 2009). The use of PRISMA framework ensures transparency, reproducibility, and comprehensiveness in the review process. Our methodological approach was also guided by the principles of thematic synthesis (Thomas & Harden, 2008) to identify patterns, themes, and relationships across studies. The research design incorporated both qualitative and quantitative analytical components to provide a comprehensive understanding of communication management in corporate resilience.

Search Strategy

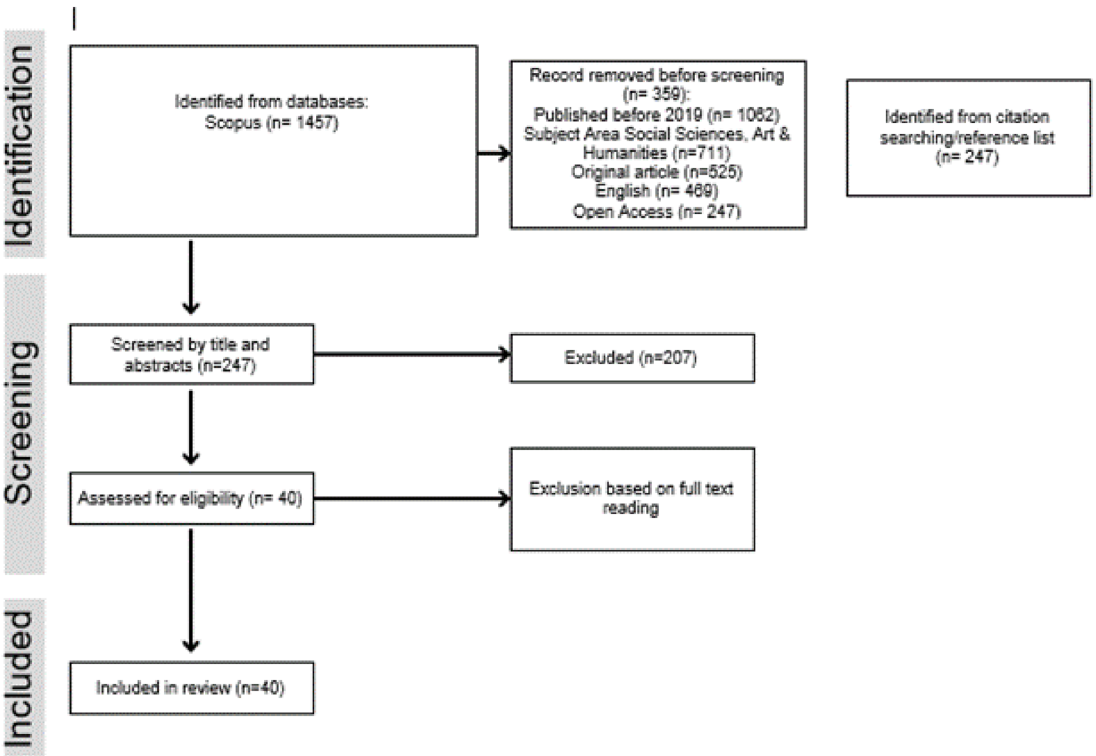
Literature searches were carried out systematically by searching for articles listed in the SCOPUS database, which is a reputable indexing service covering high-impact peer-reviewed journals. The search strategy was focused on identifying relevant articles that discuss Managing Communication in Corporate Resiliencies. We utilized a structured Boolean search approach with carefully selected keyword combinations.

After preliminary testing of various search strings, we identified the most effective combination using the terms "corporate AND resiliencies" AND "communication management" in article titles, abstracts, and keywords. This search initially yielded 1,457 documents which were then subjected to our inclusion and exclusion criteria. The systematic filtering process followed these steps: (1) Publication timeframe: Limited to articles published between 2019-2024, yielding 1,062 documents. (2) Field of study: Filtered for articles in social sciences, arts and humanities, business and management sciences, reducing to 711 documents. (3) Document type: Limited to original research articles, resulting in 525 documents. (4) Language: Restricted to English language publications, resulting in 469 articles. (5) Accessibility: Focused on open access articles for broader research impact, yielding 247 documents. (6) Citation threshold: Applied a minimum citation requirement of 20 citations to ensure quality and impact, further refining the sample.

Our exclusion criteria eliminated documents outside the specified publication range, non-article documents (e.g., conference papers, book chapters), non-English publications, and studies not focused on corporate resilience. After applying title and abstract screening to the 247 documents, 207 articles were eliminated as they did not address our research focus. The remaining 40 articles underwent full-text review and were included in the final analysis.

The comprehensive search and selection process is illustrated in Fig. 1, which follows the PRISMA flow diagram framework to provide a transparent documentation of our literature identification, screening, eligibility assessment, and inclusion process.

Figure 1. PRISMA Flow Diagram for Managing Communication in Corporate Resiliencies Study



Source: Author's analysis of relevant articles (2019-2024)

Data Extraction Method

The data extraction process involved a systematic and comprehensive approach to ensure all relevant information was captured from the selected articles. We developed a standardized extraction protocol with the following components: (1) Initial Screening: Titles and abstracts of the 247 articles were reviewed independently by two researchers to identify articles specifically addressing communication management in corporate resilience. Any disagreements were resolved through discussion with a third researcher to minimize selection bias. (2) Full-Text Review: The 40 articles that passed initial screening underwent thorough full-text review using a structured assessment tool. Each article was evaluated based on relevance to research questions, methodological rigor, and theoretical contribution to ensure they met all inclusion criteria. (3) Data Extraction Framework: We employed the TCM+ framework (Theory, Context, Methods, plus Communication Management) for data extraction. This framework was specially developed for this study to capture: (a) Theoretical foundations (theories, models, and conceptual frameworks). (b) Research context (industry, region, crisis type, organizational characteristics). (c) Methodological approaches (research design, data collection, analysis techniques). (d) Communication management dimensions (strategies, channels, stakeholders, outcomes)

Two researchers independently extracted data using a standardized form to ensure consistency. The extraction form included fields for bibliographic information (author, year, journal), research objectives, methodology details (sample, instruments, analysis), key findings related to communication management, and implications for corporate resilience. A pilot extraction was conducted on five articles to refine the process before full implementation.

Data Analysis Process

Our analysis employed a mixed-methods approach incorporating both quantitative and qualitative techniques to provide comprehensive insights into communication management in corporate resilience. The analytical process consisted of the following steps:

Descriptive Statistical Analysis: Quantitative analysis was performed to identify patterns in the literature, including: (a) Distribution of articles by publication year (2019-2024). (b) Frequency of theoretical frameworks employed. (c) Methodological approaches (quantitative, qualitative, mixed). (d) Geographic and industry distribution. (e) Types of crises and resilience strategies examined

Thematic Analysis: Qualitative content analysis was conducted using the principles of thematic synthesis (Thomas & Harden, 2008). This involved: (a) Initial line-by-line coding of findings related to communication management. (b) Development of descriptive themes through iterative comparison and categorization. (c) Generation of analytical themes representing higher-order concepts. (d) Integration of themes into a coherent framework

Framework Development: Based on the thematic analysis, we developed the Adaptive Communication Resilience (ACR) Framework that synthesizes the relationships between communication management dimensions and corporate resilience. This involved: (a) Mapping the identified themes to theoretical constructs. (b) Establishing relationships between communication strategies and resilience outcomes. (c) Identifying contextual factors that moderate these relationships. (d) Developing a visual model representing the integrated framework.

Validation Process: To ensure analytical rigor, we employed several validation strategies: (a) Triangulation of findings across multiple studies. (b) Researcher triangulation with independent coding and theme development. (c) Negative case analysis to identify contradictory evidence. (d) Member checking with subject matter experts to validate the framework

This systematic approach to data analysis enabled us to identify patterns, relationships, and theoretical insights that inform our understanding of how communication management contributes to corporate resilience across different contexts.

Result and Discussion

Theoretical Foundations of Communication in Corporate Resilience

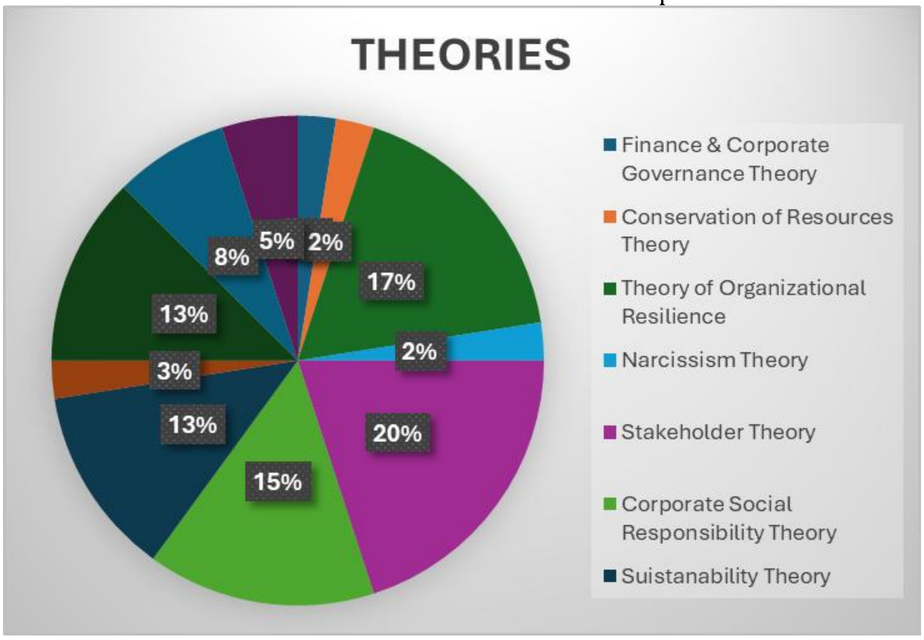
The articles reviewed in this research cover various perspectives related to corporate resilience and communication management. Of the 40 articles analyzed, 20% of the articles refer to the Stakeholder Theory theoretical approach which emphasizes the importance of managing relationships with stakeholders in building resilience. Stakeholder Theory states that organizations should consider the interests of all stakeholders, not just shareholders, in their decision-making process. This theory is relevant because it underscores the importance of companies fostering positive relationships with various stakeholders, which can improve organizational resilience during crises. In addition, the agency theory is implicitly referenced, as it discusses the relationship between the CEO (agent) and the shareholder (principal), particularly in the context of CEO greed and its impact on the company's performance and ability to survive (Sajko et al., 2021).

While other studies state that engagement with stakeholders can result in reciprocal benefits, improving company performance and resilience during crises (Huang & Chen, 2020). Another study states that companies that effectively manage relationships with various stakeholders (such as employees, customers, investors, and civil society) tend to achieve better financial performance. This theory is supported by the idea that companies have a social contract with society, which incentivizes them to express their social responsibility and commitment to stakeholders in order to gain a competitive advantage (Cardillo et al., 2023). Companies must consider the interests of all stakeholders (including investors, customers, employees, and the public) when making strategic decisions. A study shows that addressing these interests can result in improved corporate financial performance and market valuations, especially in the context of sustainability performance (Yilmaz et al., 2020);(Marco-Lajara et al., 2022).

In addition to Stakeholder Theory, the Theory of Organizational Resilience (15%) is the main cornerstone, indicating a strong focus on governance aspects and organizational capabilities in facing challenges. While the Theory of Organizational Resilience focuses on how companies can adapt to change, overcome challenges, and maintain their operations well through effective communication (Filimonau et al., 2020). One study examined how small and medium enterprises (SMEs) contribute to community resilience, especially in the face of natural disasters. The theoretical framework likely incorporates elements from socio-ecological systems theory, which emphasizes the relationships between various entities (businesses, societies, and the natural environment) and their collective ability to adapt and thrive amid challenges (Adekola & Clelland, 2020).

While other studies use the theoretical framework of organizational resilience, which is conceptualized through performance improvement and performance assurance mechanisms. The framework suggests that CSR activities can contribute to a company's ability to recover from disruptions and sustain long-term growth while managing financial volatility. The concept of resilience is interdisciplinary, drawn from various fields such as business management, psychology, and economics (Lv et al., 2019). An article draws on this theory related to organizational resilience and strategic management, particularly in the context of the tourism industry by blending concepts from stakeholder theory, which emphasizes the importance of addressing social issues, and resource-based view theory (RBV), which may be related to how the duality of CEOs can leverage resources for resilience (Torres & Augusto, 2021).

Figure 2. Theoretical Foundations in Communication and Corporate Resilience Research



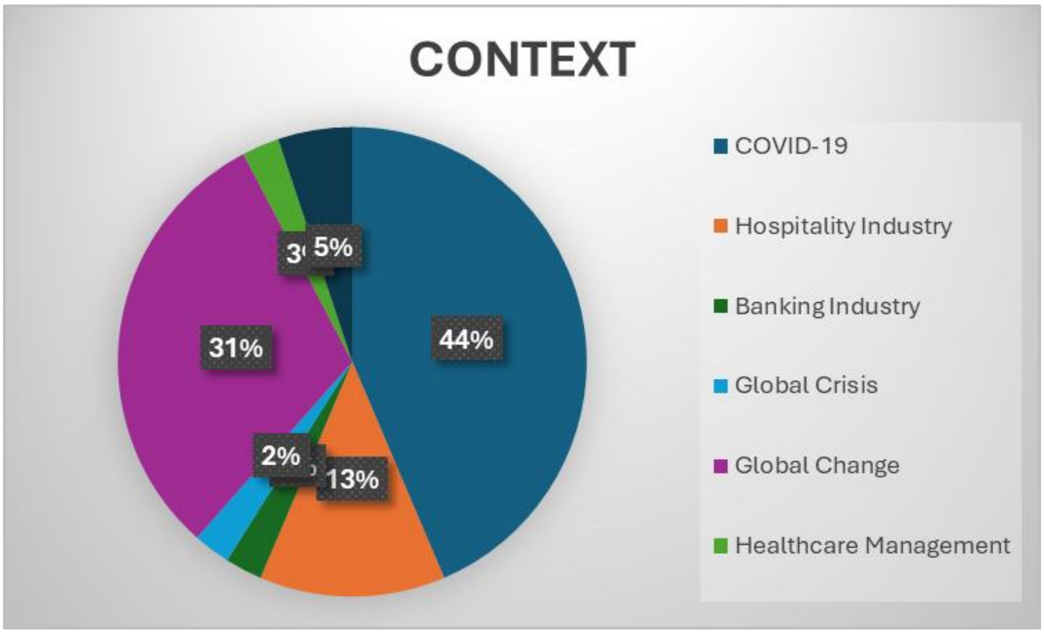
Source: Author's analysis of 40 articles (2019-2024)

As many as 17% of the articles use Corporate Social Responsibility which emphasizes the importance of corporate social responsibility in strengthening corporate resilience. CSR also involves strategic communication to build relationships with stakeholders in the midst of difficult conditions (Demers et al., 2021). This theoretical framework is also used to assess the impact of CSR on the experience of co-creation in the context of agrotourism business during the COVID-19 crisis (Magno & Cassia, 2020). CSR theory emphasizes the obligation of companies to act in a way that benefits society and the environment (Rela et al., 2020). Finance & Corporate Governance Theory highlights how financial aspects and corporate governance play a role in managing corporate risk and resilience, including through communication policies (Ding et al., 2021). While some other theories are less commonly used, they also contribute to the analysis of the topic and provide additional perspectives that enrich the discussion on this topic.

Research Context and Situational Dynamics

The analysis of the research context shows an interesting distribution and reflects the contemporary dynamics in the study of managing communication in corporate resilience as shown in the figure below:

Figure 3. Research Context Distribution in Corporate Resilience Studies



Source: Author's analysis of 40 articles (2019-2024)

The dominance of the COVID-19 pandemic context, which accounted for almost half of the total research context (44%), reflects the extraordinary impact of this global health crisis on corporate resilience. This significant percentage shows how the pandemic has forced organizations to reevaluate their communication strategies, creating the need for rapid adaptation in communication management, presenting unique challenges in maintaining organizational resilience. One of the studies was conducted in the context of the COVID-19 pandemic which had a significant impact on corporate reporting practices and the relevance of ESG metrics (Atkins et al., 2023). The study focuses on listed European companies and aims to evaluate how the pandemic has impacted sustainability measurement and reporting through ESG metrics. This highlights the urgent need for companies to reassess their sustainability priorities in light of the twin crises of health and economic challenges.

Meanwhile in the agrotourism sector, a study was conducted specifically to examine how businesses in this sector were affected by the COVID-19 pandemic. The study highlights the unique challenges faced by agrotourism companies, such as financial hardship and operational disruptions, and explores how CSR initiatives can mitigate those impacts and improve business resilience(Magno & Cassia, 2020). In the context of cybersecurity, it specifically focuses on social engineering attacks that target employees within the organization. The authors highlight the growing relevance of these attacks, especially given the blurred lines between personal and professional digital environments exacerbated by the COVID-19 pandemic (Klimburg-Witjes & Wentland, 2021). They analyzed the discourse around social engineering at major cybersecurity conferences, which served as the main site for understanding the dynamics of knowledge production and the socio-political implications of cybersecurity practices. In the context of SMEs in Spain, especially in the post-COVID-19 pandemic situation. The main focus of the research is to understand how SMEs' use of social media tools can enhance corporate entrepreneurship and their organization's resilience in the face of uncertainty and external disruptions(Martín-Rojas et al., 2023).

In addition to the context of COVID-19, several studies have raised the issue of Global Change in several perspectives including significant global changes affecting trade and investment, particularly in relation to sustainability goals and the evolving political landscape (Zhan, 2021). Meanwhile, in the tourism industry, in particular, it examines how organizations can survive and adapt to exogenous shocks, such as economic downturns, natural disasters, or pandemics (Torres & Augusto, 2021). The focus on CEO duality shows the context in which leadership structures play a crucial role in navigating challenges. A study conducted in the context of South Africa, focusing on four companies involved in building community resilience in response to major challenges such as climate change and socio-economic issues (Hamann et al., 2020). The study emphasizes the importance of local socio-ecological systems and the specific characteristics of the communities involved, highlighting the need for companies to tailor their strategies to the unique context in which they operate.

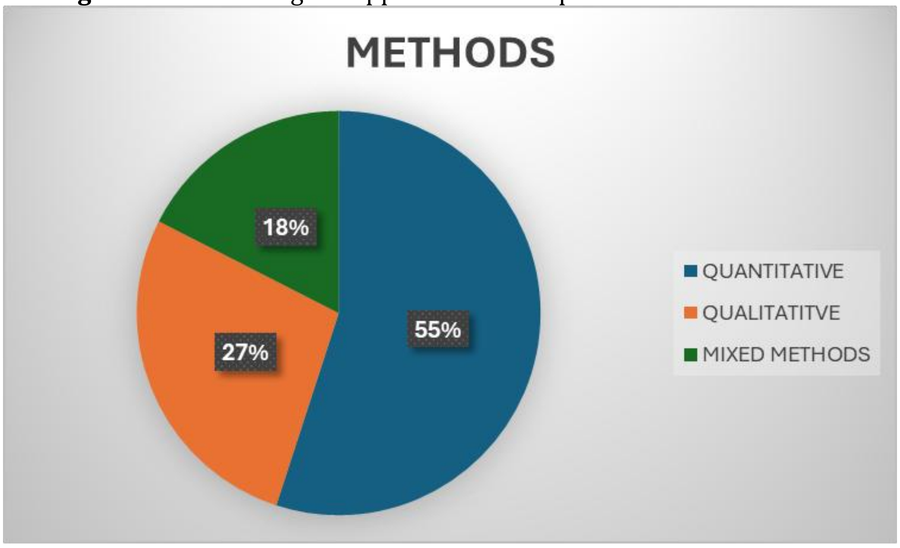
Meanwhile, in Jamaica, the study highlights the vulnerabilities faced by agricultural actors due to external pressures, including climate change, trade liberalization, and macroeconomic instability (Canevari-Luzardo et al., 2020). The context of global change also touches the world of airline companies, especially in the tourism sector. The study discusses how these companies respond to crises, which is particularly relevant given the industry's vulnerability to various crises, such as economic downturns, natural disasters, or public health emergencies (Ou & Wong, 2020). Global change is also fundamentally studied in the context of research that revolves around the increasing frequency and severity of natural disasters due to climate change and their potential to trigger technological accidents. The authors highlight shortcomings in current risk assessment practices, particularly in industrial environments, where natural disasters are often not adequately considered in the design and operation of facilities. The context also includes discussions on the regulatory framework and the need to improve preparedness and response strategies to mitigate Natech risks (Krausmann & Necci, 2021).

In the context of the hospitality industry, several studies have been conducted related to crisis management and how companies survive. The sector is vulnerable to global crises. A study conducted in the context of hospitality highlights the unique vulnerability of rural hotels in Spain, which often rely on local tourism and may lack the resources of larger urban hotels (Marco-Lajara et al., 2022). Additionally, a study examined how the financial impact of the pandemic affected hotel stock earnings and whether a commitment to ESG principles could provide defensive characteristics to these stocks (Chen et al., 2022). The context highlights the increasing pressure on businesses to adopt sustainable practices and the relevance of ESG metrics in evaluating a company's resilience during an economic downturn. Other research was conducted in the context of the tourism industry, specifically focusing on employees working in various sectors such as travel agencies, hotels, tourist attractions, online travel agencies (OTAs), and tourism planning companies. The unprecedented challenges posed by the COVID-19 pandemic, which has had a significant impact on the tourism sector and the psychological well-being of its workforce (Mao et al., 2020).

In line with the hospitality industry, in healthcare management, research is conducted in the context of health services in Thailand, especially at Theptarin Hospital. This study aims to explore how corporate sustainability practices affect sustainability performance outcomes in the healthcare environment, which is particularly relevant given the growing importance of sustainability in healthcare management (Ketprapakorn & Kantabutra, 2019). Meanwhile, in the context of the banking industry, research shows the importance of resilience in the financial sector. The context is important because it discusses the implications of leadership traits on organizational resilience and performance during periods of economic turmoil(Buyl et al., 2019).

Methodological Approaches in Resilience Research

Figure 4. Methodological Approaches in Corporate Resilience Studies



Source: Author's analysis of 40 articles (2019-2024)

Based on the graph presented above, the distribution of research methodology shows an interesting pattern in the study of managing communication in corporate resilience. The quantitative approach dominates with a proportion of 55% of the total methodology used. This dominance indicates several important things, including that there is a strong preference for using measurable data and statistical analysis in researching corporate communications and resilience (Ding et al., 2021), researchers tend to choose approaches that can provide measurable and generalizable results(Mao et al., 2020); (Uddin et al., 2021) and there is a need for strong empirical evidence in this field(Norrman & Wieland, 2020) ; (Ketprapakorn & Kantabutra, 2019).

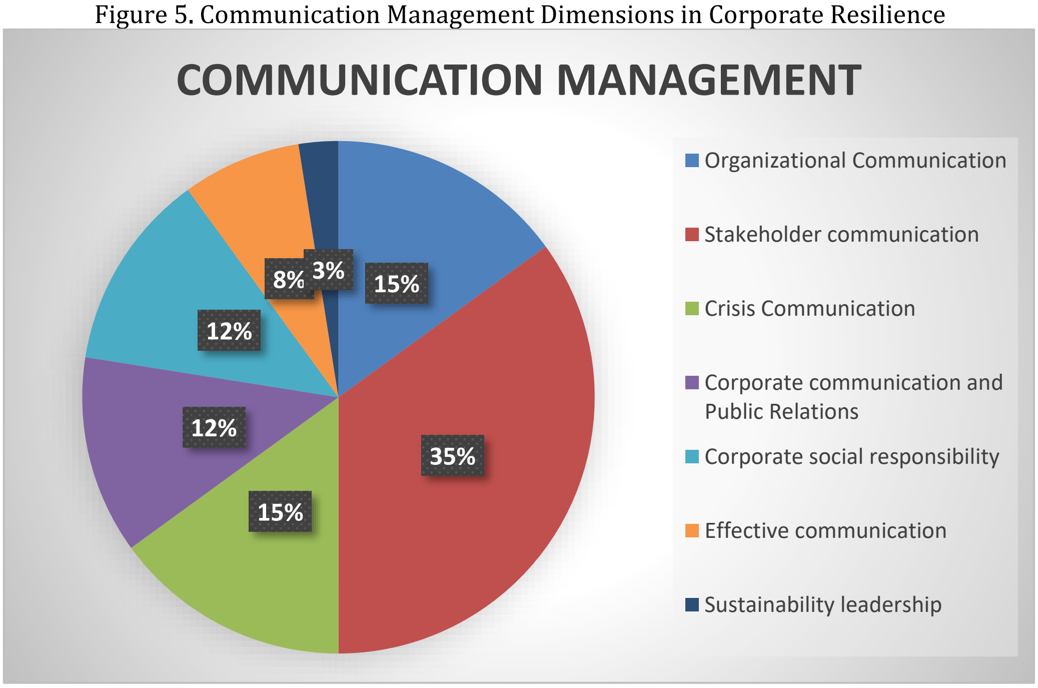
Meanwhile, qualitative methodology occupies the second position with a proportion of 27%. This proportion suggests that there is a significant need to understand the in-depth and contextual aspects of communication in corporate resilience (Suriyankietkaew et al., 2022), the researcher recognizes the importance of exploring experiences, perceptions, and dynamics that cannot be fully captured through a quantitative approach (Phillips, 2019) and a qualitative approach allows for a richer understanding of how organizations manage communications in building resilience (Klimburg-Witjes & Wentland, 2021).

Mixed methods account for 18% of the total methodology. This proportion indicates an attempt to combine the strengths of both approaches (quantitative and qualitative) (Knight & Nurse, 2020), awareness of the complexity of topics that require more diverse methodological perspectives(Alcaraz et al., 2019) as well as the desire to gain a more comprehensive and holistic understanding (Zhao, 2021).

Key Finding Related to Managing Communication in Corporate Resiliencies

An in-depth analysis shows how various aspects of communication management are integrated into building organizational resilience. Each dimension has a specific but interrelated role in creating an effective and adaptive communication system. The analysis of the selected articles revealed several key findings related to managing communication in corporate resilience. First, at the level of stakeholder communication, which is believed to be an important form of communication management in corporate resilience efforts (Sajko et al., 2021); (Demers et al., 2021); (van Zanten & van Tulder, 2021) ; (Tajfel & Turner, 2001); (Adekola & Clelland, 2020); (Bisht et al., 2020); (Huang & Chen, 2020); (Luo & Van Assche, 2023); (Ketprapakorn & Kantabutra, 2019); (Cardillo et al., 2023); (Cicchiello et al., 2022); (Lv et al., 2019);(Hamann et al., 2020); (Magno & Cassia, 2020); (Canevari-Luzardo et al., 2020); (Alcaraz et al., 2019); (Zhao, 2021); (Yilmaz et al., 2020).

Figure 5. Communication Management Dimensions in Corporate Resilience



Source: Author's analysis of 40 articles (2019-2024)

Stakeholder communication occupies a dominant position (35%) in communication management to build corporate resilience. This reflects its vital role as a fundamental mechanism in building and maintaining relationships with various stakeholders (Freeman et al., 2018). In the context of corporate resilience, stakeholder communication functions as a strategic bridge that connects organizations with various interest groups. The effectiveness of stakeholder communication depends on the organization's ability to identify, prioritize, and respond to the different information needs of each stakeholder group. A company that has a differentiated stakeholder communication strategy has a higher level of resilience in the face of crises. In the context of the COVID-19 pandemic, stakeholder communication has undergone a significant transformation. Namely from the traditional communication model to a more adaptive and digital-centric approach. In this case, companies that successfully adapt quickly in

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their stakeholder communication strategies, are able to maintain stakeholder trust and support during a crisis.

Effective stakeholder communication management contributes to improving organizational adaptive capabilities, strengthening stakeholder support in crisis situations, accelerating post-crisis recovery and developing risk anticipation capabilities. An in-depth understanding of the strategic role of stakeholder communication is becoming increasingly important as the complexity of the business landscape and stakeholder expectations increases.

Organizational communication occupies a significant proportion (15%) in communication management to build corporate resilience (Buyl et al., 2019); (Sajko et al., 2021); (Suriyankietkaew et al., 2022); (Torres & Augusto, 2021); (Klimburg-Witjes & Wentland, 2021). Organizational communication plays a vital role in building an internal system that is adaptive and responsive to change. It includes vertical and horizontal streams of information that enable organizations to respond quickly and effectively to challenges. Companies with strong internal communication systems show a higher level of adaptability. They emphasized the importance of "communication readiness" in the face of unexpected disruption. From several articles, it was found that leadership plays an important role in organizational communication. How leaders manage communication well determines the company's readiness for resilience. Organizational communication plays a role in building "collective resilience". Several articles reveal that effective internal communication management supports the formation of shared understanding, strengthening team cohesion, increasing employee engagement and accelerating organizational adaptation.

Crisis communication is a critical component (15%) in communication management to build corporate resilience (Ou & Wong, 2020). Crisis communication not only plays a role in handling emergency situations, but also becomes a fundamental element in building organizational capabilities to anticipate, respond to, and recover from various forms of disruption (Coombs & Holladay, 2014). Crisis communication management starts from the planning and preparedness stage, which among other things begins with the development of crisis communication protocols, then forms a crisis management team consisting of leaders to employee levels to mitigate crises and conducts simulations and training in anticipation of crises occurring. Another important thing is to manage communication to respond to crises. In the digital context, it is important for companies to develop capabilities in social media crisis management, real-time digital monitoring, multi-platform response coordination, digital stakeholder engagement, and online reputation management as an effort to improve digital crisis readiness. Another important aspect that is a concern for communication management is the integration of crisis communication with the broader corporate resilience system. This will increase the faster response to the crisis so that the recovery process will run faster. Therefore, it can be concluded that the effectiveness of crisis communication management in building organizational resilience depends on the ability to combine careful planning with flexibility in execution, supported by the right systems and technology, and adequate team competence.

Corporate communication and PR occupy a significant portion (12%) in communication management to build corporate resilience (Settembre-Blundo et al., 2021). The role of corporate communication and PR has evolved into a strategic function that not only manages reputation but also contributes to building long-term organizational resilience. Some of the key elements related to corporate communication and public relations in corporate resilience found in this study include reputation management, media relations and strategic communication. The importance of an integrated communication approach in building corporate resilience in line with an integrated communication management approach includes stronger message consistency, higher communication effectiveness, better stakeholder coordination, and proper and more accurate issue management. Another important thing is to build trust capital which will further strengthen corporate resilience. Corporate communication and PR management in building organizational resilience relies on the ability to integrate traditional approaches with digital innovation, supported by a deep understanding of the ever-changing communications landscape. One study was conducted to discuss how corporations often engage in greenwashing, where they display the guise of environmental responsibility without substantive action. This reflects a broader communication strategy that prioritizes image management over genuine engagement with environmental issues. The authors criticize this approach as an exercise in impression management, which shows that corporate communication often fails to align with actual environmental practices (Phillips, 2019).

Regarding sustainability, one article implicitly discusses aspects of corporate communication through its focus on ESG reporting practices. The need for companies to effectively communicate their sustainability efforts and responses to the pandemic can be seen as a critical component of communication management. The findings suggest that companies must adjust their communication strategies to reflect their actual sustainability priorities and the challenges they face, thereby enhancing transparency and accountability in their ESG disclosures (Atkins et al., 2023).

CSR communication undeniably occupies an important role in communication management for building corporate resilience. CSR communication has evolved into a strategic element that not only concerns reporting social activities but also plays a role in building social legitimacy and organizational resilience. This research implicitly includes the concept of communication management through the perspective of stakeholder engagement. Effective communication with stakeholders is essential for building and maintaining relationships that can enhance corporate reputation and support during crises. Studies show that CSR initiatives, which often involve communication strategies aimed at stakeholders, can lead to improved stakeholder relationships and, consequently, better organizational resilience (526 vet al., 2019). CSR communication management in building corporate resilience relies on the ability to integrate CSR into business strategy, build credibility through transparency, develop sustainable dialogue, measure and communicate impact, and how companies can adapt to changing social expectations. Through a strategic and integrated approach to CSR communication, organizations can build a strong foundation for long-term resilience while meeting evolving societal expectations.

This systematic literature review reveals a significant evolution in communication management practices for corporate resilience, characterized by a theoretical transformation from linear communication approaches toward more integrative models. The analysis demonstrates a convergence of stakeholder theory with resilience management, reinforcing communication's strategic role in corporate governance structures (Freeman et al., 2018);(Frandsen & Johansen, 2017). This paradigm shift reflects the growing recognition that resilience requires multidirectional information flows rather than traditional top-down dissemination models. As Coombs and Holladay (2014) argue, unidirectional communication fails to capture the complexity of stakeholder relations needed during disruptions.

However, significant theoretical gaps persist in connecting communication frameworks with organizational resilience. Current models often treat communication as a tactical rather than strategic function, creating a disconnect between theory and practical implementation. As Williams et al. (2017) observe, many corporate resilience frameworks acknowledge communication's importance but fail to integrate it systematically across organizational processes (Williams et al., 2017). This gap is particularly evident in the limited conceptualization of communication's role in resilience-building beyond crisis response, with few frameworks addressing its preventive and adaptive functions (Knight & Nurse, 2020); (Olsson, 2014).

Framework Strengths And Limitations

The communication management framework identified through this review offers several distinctive advantages compared to existing models. First, it provides a comprehensive integration of five key communication dimensions (stakeholder, organizational, crisis, corporate/PR, and CSR communication), whereas most existing frameworks focus on only one or two dimensions (typically crisis communication). This integration enables a more holistic approach to resilience-building as advocated by (Linnenluecke, 2017) and (Denyer, 2017).

Second, the framework's emphasis on adaptability aligns with recent theoretical developments in resilience literature that highlight the importance of dynamic capabilities over static response protocols. As Norrman and Wieland (2020) demonstrated in their longitudinal study of Ericsson's supply chain risk management, organizations that continuously adapt their communication approaches demonstrate greater resilience than those relying on rigid frameworks (Norrman & Wieland, 2020).
Despite these strengths, the framework has several limitations. It lacks sufficient attention to measurement metrics for communication effectiveness in resilience contexts, making implementation assessment challenging. This reflects a broader gap identified by (Boin & Van Eeten, 2013), who noted the persistent difficulty in quantifying resilience outcomes. Additionally, the framework's heavy reliance on COVID-19 research contexts may limit its applicability to other crisis types. As Krausmann and Necci (2021) argue, different crisis types (technological, environmental, social) may require distinct communication approaches (Krausmann & Necci, 2021).

Context and Digital Transformation

The dominance of COVID-19 pandemic research (44% of analyzed studies) reflects both a methodological limitation and a unique opportunity to understand communication practices during an unprecedented global disruption. The pandemic accelerated digital transformation in corporate communication, forcing organizations to rapidly adapt their stakeholder engagement strategies (Martín-Rojas et al., 2023); (Klimburg-Witjes & Wentland, 2021). This transformation extended beyond mere channel shifts to fundamental changes in message content, frequency, and stakeholder prioritization.

The review further highlights the critical importance of contextual sensitivity in communication approaches. For instance, studies by (Hamann et al., 2020)and (Canevari-Luzardo et al., 2020) demonstrate how communication practices that effectively build resilience in one context (e.g., developed economies) may prove inadequate in others (e.g., developing economies). This contextual variation underscores the need for adaptive rather than prescriptive communication frameworks, as suggested by (Adekola & Clelland, 2020) in their examination of business-community resilience interdependencies.

Digital transformation has also created new vulnerabilities that communication strategies must address. As (Knight & Nurse, 2020) argue, organizations must now consider cybersecurity aspects of communication during crises, particularly the potential for misinformation spread through digital channels. This emerging challenge requires communication frameworks that integrate technological considerations with traditional stakeholder engagement practices.

Framework Application and Theoretical Contributions

The proposed framework's adaptability makes it applicable across various industry contexts. In hospitality settings, for example, the framework's emphasis on stakeholder communication aligns with findings from (Marco-Lajara et al., 2022), who demonstrated how rural hotels' resilience during COVID-19 depended on maintaining effective communication with local communities. Similarly, in healthcare contexts, the framework's integration of organizational and stakeholder communication supports (Ketprapakorn & Kantabutra, 2019) findings regarding sustainability performance in hospitals.

From a theoretical perspective, this framework contributes to resilience literature by explicitly positioning communication as a dynamic capability rather than a static resource. This aligns with recent theoretical developments advocating for process-oriented views of resilience (Williams et al., 2017); (Torres & Augusto, 2021). Additionally, the framework addresses a significant gap in stakeholder theory by demonstrating how communication processes mediate between stakeholder relationships and organizational outcomes during disruptions—a connection that (Freeman et al., 2018) identified as undertheorized.

Practical Implications and Future Directions

For practitioners, this framework offers several immediate applications. Organizations can assess their communication readiness across the five identified dimensions, developing more balanced approaches that move beyond crisis-focused communication to incorporate preventive and adaptive elements. The framework particularly highlights the need for developing what (Buyl et al., 2019) term "communication agility"—the ability to rapidly adjust communication strategies as crises evolve.

Implementation should begin with a comprehensive audit of existing communication practices across the five dimensions, followed by identification of integration points and capability gaps. Organizations should particularly focus on developing digital capabilities that span traditional communication silos, as recommended by (Martín-Rojas et al., 2023) in their study of SME resilience.

Future research should address several emerging areas identified in this review. First, longitudinal studies examining communication practices across multiple crisis phases could provide insights into adaptation processes. Second, the impact of artificial intelligence on communication management represents a critical frontier, particularly as organizations increasingly rely on automated systems for stakeholder engagement (Klimburg-Witjes & Wentland, 2021). Finally, developing more robust measurement frameworks for communication effectiveness in resilience contexts would strengthen both theoretical understanding and practical implementation.

Conclusion

This systematic literature review provides valuable insights into the evolving landscape of communication management in corporate resilience. The analysis reveals a diverse theoretical foundation with Stakeholder Theory (20%) emerging as the dominant framework, followed by Organizational Resilience Theory (15%) and Corporate Social Responsibility frameworks (17%). This theoretical distribution reflects a growing recognition that effective resilience requires integrated approaches that balance stakeholder relationships with organizational capabilities (Freeman et al., 2018); (Linnenluecke, 2017).

The methodological analysis reveals a clear preference for quantitative approaches (55%), suggesting an emphasis on empirical validation in this field. However, this methodological skew also indicates opportunities for developing more integrated mixed-methods studies that combine statistical validity with contextual depth—an approach advocated by (Williams et al., 2017)) for comprehensive resilience research. Future studies should address this imbalance by employing longitudinal and mixed-method designs that can capture both the measurable outcomes and underlying processes of communication-based resilience.

The contextual analysis demonstrates the profound impact of the COVID-19 pandemic (44%) on corporate resilience research. While this focus provides unprecedented insights into global crisis response, it also indicates the need for broader contextual exploration particularly how communication strategies might differ across various crisis types, industries, and cultural settings (Hamann et al., 2020); (Canevari-Luzardo et al., 2020). As (Zhao, 2021) argues, resilience frameworks must be tested across diverse contexts to establish their generalizability and boundary conditions.

The dimensional analysis of communication management reveals the centrality of stakeholder communication (35%) in building corporate resilience, followed by organizational communication (15%) and crisis communication (15%). This distribution highlights the multi-dimensional nature of communication in resilience contexts and underscores the importance of developing integrated approaches rather than focusing exclusively on crisis response (Coombs & Holladay, 2014); (Frandsen & Johansen, 2017). Organizations must balance external engagement with internal coordination to build comprehensive communication capabilities that support resilience across the crisis lifecycle.

The framework developed through this review makes three significant contributions to the field. First, it provides a comprehensive integration of previously disconnected communication dimensions, offering a more holistic approach to resilience-building than existing models. Second, it explicitly positions communication as a dynamic capability that evolves across crisis phases rather than a static resource addressing a significant gap identified by (Williams et al., 2017). Third, it offers practical guidance for organizations seeking to strengthen their resilience through enhanced communication practices.

For educational and research institutions, this framework provides a structured approach to teaching communication management in resilience contexts. It moves beyond traditional crisis communication models to incorporate stakeholder engagement, organizational processes, and corporate responsibility—offering a more comprehensive foundation for curriculum development. The framework also establishes a research agenda that highlights critical areas for future investigation: the integration of digital technologies in resilience communication, the development of measurement metrics for communication effectiveness, and the exploration of contextual factors affecting communication practices.

The primary limitation of this review is its reliance on literature dominated by COVID-19 contexts, which may limit generalizability to other crisis types. Future research should validate the framework across diverse crisis contexts, industries, and organizational sizes. Additionally, longitudinal studies examining how communication practices evolve over time would strengthen our understanding of how organizations develop communication capabilities that enhance long-term resilience.

In conclusion, effective communication management represents a critical yet often undertheorized element of corporate resilience. By developing more integrated approaches that span stakeholder engagement, organizational processes, and crisis response, organizations can strengthen their ability to anticipate, absorb, and adapt to disruptions. As business environments become increasingly volatile, this integrated communication management framework provides both theoretical insights and practical guidance for building more resilient organizations.

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