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Internal communication, organizational climate, and job performance in organizations: a systematic review

Comunicación interna, clima organizacional y desempeño laboral en las organizaciones: una revisión sistemática

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Abstract

This systematic review analyzes internal communication and its relationship with organizational climate, as well as its impact on job performance in organizations. To this end, 23 scientific articles published between 2020 and 2025 were reviewed, selected from the Scopus, Web of Science, and SciELO databases using rigorous evaluation criteria. The method used consisted of conducting a systematic and comparative review of the scientific literature, identifying and selecting articles from indexed scientific journals, in English and Spanish, whose discussion analyzes how internal communication influences organizational climate and how this affects job performance. The review also incorporates a comparative analysis of recurring patterns among the studies, highlighting key dimensions such as leadership, job satisfaction, organizational culture, communication barriers, and the mediating role of the work climate in organizational contexts. In addition, the PRISMA 2020 criteria were evaluated to ensure transparency and methodological consistency in the selection process, which strengthened the validity of the findings. Finally, the study shows that adequate internal communication not only improves the perception of the work environment, but also acts as a critical determinant of employee engagement, productivity, and efficiency in different types of organizations.

Keywords: job performance, internal communication, organizational climate

Resumen

La presente revisión sistemática analiza la comunicación interna y su relación con el clima organizacional, así como su impacto en el desempeño laboral en las organizaciones. Para ello, se abordaron 23 artículos científicos publicados entre los años 2020 y 2025, seleccionados de las bases de datos Scopus, Web of Science y SciELO, mediante criterios de evaluación rigurosos. El método utilizado consistió en la realización de una revisión sistemática y comparativa de la literatura científica, identificando y seleccionando artículos de revistas científicas indexadas, en los idiomas inglés y español, cuya discusión analiza la forma en que la comunicación interna influye en el clima organizacional y cómo este repercute en el desempeño laboral. Asimismo, la revisión incorpora un análisis comparativo de patrones recurrentes entre los estudios, resaltando dimensiones clave como el liderazgo, la satisfacción laboral, la cultura organizacional, las barreras comunicacionales y el rol mediador del clima laboral

en contextos organizacionales. Además, se evaluaron los criterios PRISMA 2020 para asegurar la transparencia y la coherencia metodológica del proceso de selección, lo que fortaleció la validez de los hallazgos obtenidos. Finalmente, el estudio evidencia que una adecuada comunicación interna no solo mejora la percepción del clima laboral, sino que también actúa como un determinante crítico del compromiso, la productividad y la eficiencia de los trabajadores en diferentes tipos de organizaciones.

Palabras clave: desempeño laboral, comunicación interna, clima organizacional

Introduction

Organizational climate has become one of the most influential dimensions within any institution's internal dynamics, as it reflects how employees perceive the processes, leadership styles, and interpersonal relationships that characterize their work environment. Zeta et al. (2020) argue that this climate emerges from behaviors and patterns embedded in administrative culture, which directly affect staff performance and the organization's capacity to achieve its goals. Such conditions intersect with factors including leadership, recognition mechanisms, and communication practices, elements that shape how teams approach their tasks and engage with the institution.

In the Latin American context, Valencia (2024) notes that financial organizations face a particularly demanding environment, since their operations rely on measurable indicators that demand efficiency, precision, and ongoing coordination. In these settings, an adequate work climate and effective internal communication not only boost productivity but also reduce tension and prevent performance decline. When these factors are poorly managed, gaps emerge that can impair decision-making and hinder the achievement of institutional objectives.

Figueroa and Salas (2024) emphasize the importance of strengthening communication processes, warning that failures in internal communication are often linked to broader cultural issues, such as the absence of formal channels, insufficient feedback, or low organizational identification. These observations raise questions about how communication influences the work climate and, by extension, employee performance, particularly in sectors where pressure for results is constant.

Job performance is understood as the set of actions employees take in relation to their commitment to the organization in achieving outcomes. This construct is recognized as an essential component for attaining efficiency and organizational success, which is why organizations show growing interest in strengthening employee performance through various strategies, including continuous training and personal development initiatives. These efforts seek to enhance individual competencies and skills, enabling workers to reach their full potential in fulfilling organizational tasks.

Ugulava and Baghaturia (2023) define organizational communication as the act of transmitting information through messages within a network of interdependent relationships inside the organization. This process is critically important because it enables a certain degree of connection with the external environment as well as across the multiple internal areas and components of the organization. Four key elements stand out: message, network, interdependence, and relationships. Communicative effectiveness can be assessed by considering verbal or nonverbal expression, the clarity of the message's purpose, and the channel used, factors that influence whether internal or external stakeholders receive information properly.

According to Reyes (2023), organizational climate holds significant relevance for management strategies across various organizations, as these entities recognize and value the importance of workers individually feeling identified with the organization's goals and objectives, thereby generating mutual benefits for all parties involved. Multiple authors have approached work climate research from different perspectives and frameworks, always bearing in mind that the human component is the primary axis of business performance success.

In this context, the present study aims to analyze and synthesize the existing scientific evidence on internal communication, organizational climate, and employee performance across different organizational settings. This analysis is relevant because it illuminates how information flows, daily interactions, and communication dynamics shape environments that either enhance or constrain staff efficiency. Furthermore, the review contributes to identifying patterns, convergences, and gaps in the literature, which can guide future research and support the design of management strategies more attuned to employees' actual needs.

Methodology

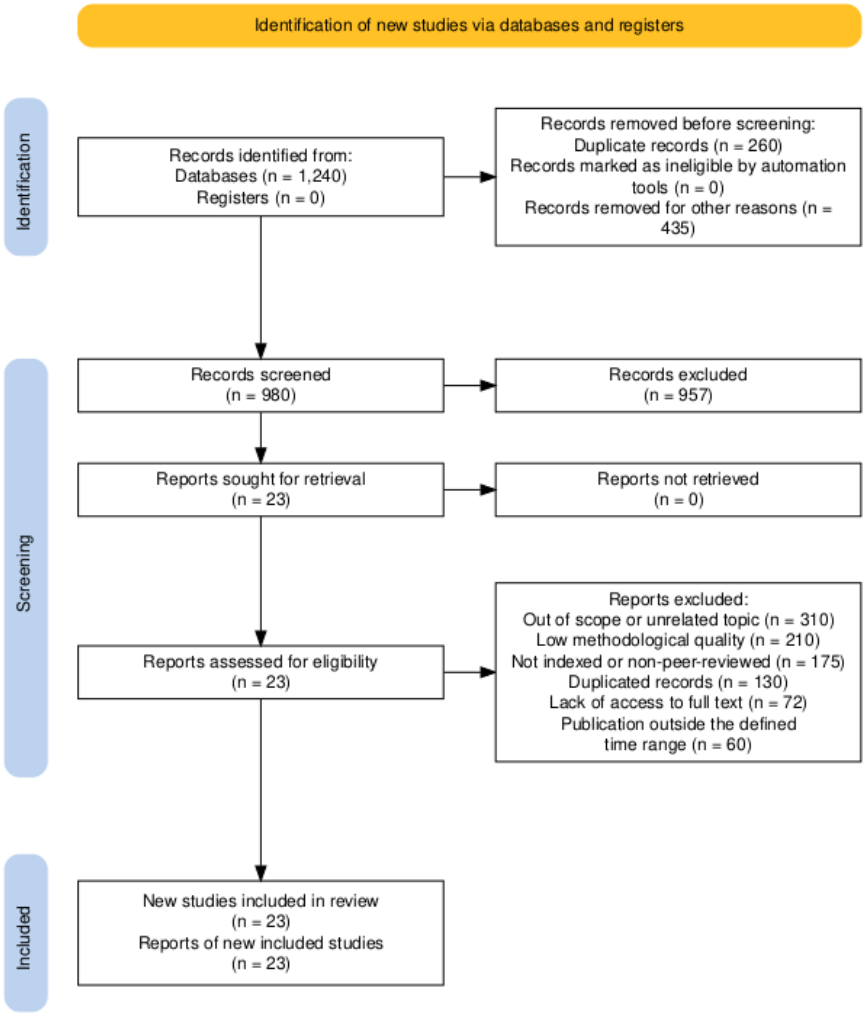
The study was developed through a systematic literature review with a qualitative approach, oriented toward the analysis and synthesis of scientific evidence on the relationship between internal communication, organizational climate, and job performance in organizational contexts. The PRISMA 2020 statement guidelines

were followed to ensure transparency, traceability, and methodological consistency throughout the study selection process.

Literature searches were conducted in Scopus, Web of Science, and SciELO databases, selected for their relevance and rigor in indexing scientific literature. Articles published between 2020 and 2025, written in English or Spanish, and peer-reviewed were considered. The search strategy was built around combinations of terms related to internal communication, organizational climate, and job performance as applied to organizational contexts, which yielded a broad and relevant set of studies.

Figure 1

PRISMA flow diagram for the selection of studies included in the systematic review



Note. The PRISMA diagram shows the study selection process from Scopus, Web of Science, and SciELO. Of 1,240 initial sources, duplicates and non-pertinent documents were removed, leaving 980 for screening. Of these, 957 were excluded due to lack of thematic relevance, low methodological quality, or absence of indexing, among other criteria. Finally, 23 scientific articles that met all established quality, timeliness, and relevance requirements were included in the systematic review.

Table 1

Inclusion and exclusion criteria

Criterion	Inclusion	Exclusion
Study type	Qualitative, quantitative, or mixed	Opinion pieces; editorials without evidence
Timeframe	2020 through 2025	Studies before 2020

Language	English or Spanish	Other languages without translation
Scope	Organizational employee settings	Non-organizational fields or activities
Variables	Internal communication, organizational climate, and job performance	A variable unrelated to those specified
Access	Full documents and complete information available	Documents and abstracts without access

Note. The defined criteria guided the literature selection process, ensuring that the review incorporated only pertinent, current, and methodologically sound studies.

The inclusion and exclusion criteria established in Table 1 clearly delimit the methodological scope of the review, ensuring thematic coherence and scientific relevance among the selected studies. The decision to consider qualitative, quantitative, and mixed-methods research allows for the integration of diverse methodological perspectives, enriching the interpretation of phenomena such as internal communication, organizational climate, and job performance. Restricting the timeframe to 2020–2025 ensures the incorporation of recent evidence aligned with organizational changes brought about by digitalization and post-pandemic management models.

Including publications in English and Spanish facilitates access to both international and regional literature, avoiding linguistic biases that might limit understanding of the problem. Likewise, the emphasis on studies conducted in organizations ensures comparability of findings, as this sector exhibits work dynamics and communication structures distinct from other productive areas. Restricting the variables to internal communication, organizational climate, and job performance fosters conceptual consistency in the analysis and prevents thematic dispersion. Finally, requiring full access to documents guarantees thoroughness in the analytical process and prevents interpretations based solely on abstracts or fragmented information.

Table 2

Articles selected for the systematic review (2020-2025)

No.	Author(s) and Year	Study Title	Main Findings
1	Calle (2022)	Work climate and productivity at Supercolchón S.A.	Strengths and weaknesses in work climate and productivity were identified as key factors for organizational improvement.
2	Figueroa, C., & Salas, H. (2024)	Organizational communication and job performance in the Vehicle Credit Area of a financial institution	Clear and effective internal communication significantly drives the achievement of business objectives.
3	Galarraga, P. N. (2023)	Organizational climate and staff work performance	Researching factors that determine a healthy and motivating work environment is essential.
4	Díaz, M. E. (2020)	Factors influencing employee job performance	Leadership plays a fundamental role in staff development and well-being.
5	Maguiña, M., Obando, E., & Reyes, G. (2021)	Incidence of common activities on the quality of superior-subordinate communication in private companies	Active participation of supervisors in team tasks improves communication and group cohesion.
6	Zeta, A., Benites, C., Jiménez, R., & Abanto, L. (2020)	Organizational climate and service leadership as antecedents of job satisfaction	Work climate directly influences the relationship between service leadership and employee satisfaction.
7	Caroline, K., & Guilherme, M. M. (2023)	Organizational communication and accessibility resources in the digital environment	Structural accessibility obstacles persist, linked to discriminatory practices such as ableism.

8	Almansa, A., Castillero, E., & Castillo, A. (2024)	Communication offices in Andalusia: development and consolidation	Every organization requires an efficient structure to adequately manage internal and external relationships.
9	Turín, W. (2024)	Motivation and job performance of military personnel at a public military educational institution in Callao	A direct connection exists between employees' personal and attitudinal factors.
10	Hancco, M., Carpio, A., Castillo, Z., & Flores, E. (2021)	Interpersonal relationships and job performance in tourist hotels in the department of Puno	Interpersonal relationships are essential due to the diversity of perspectives within the company.
11	Tinoco, C. (2023)	Organizational climate and job satisfaction among workers at a Peruvian company	A better organizational climate increases worker satisfaction and commitment.
12	Pereyra, E., Rey de Castro, D., & Uribe, J. (2022)	High-performance leadership and its relationship with organizational climate	High-performance leadership maintains a direct relationship with a positive work climate.
13	Carvajal, C. (2024)	Performance evaluation as a mechanism for meeting institutional goals	Performance evaluation promotes employees' personal and professional growth.
14	Zaragoza, W., Pineda, J., & Silva, G. (2023)	Job performance	Job performance encompasses the observable actions each worker executes in their position.
15	Godoy, Y. (2024)	Use of digital transformation in job performance	Institutional digitalization should move toward innovative and sustainable solutions.
16	Maco, J., & Haro, K. (2025)	Evolution of job performance in construction companies	Academic interest in improving work performance in sectors such as construction is increasing.
17	Diaz, E., & Chávarry, P. (2023)	Emotional intelligence as an effective tool for improving job performance among public officials	Understanding one's own and others' emotions strengthens emotional intelligence in the workplace.
18	Ullauri, M., Benitez, K., Zambrano K., & Galvez, K. (2024)	Assertive communication and job performance as a strategy for improving education	Assertive communication allows ideas and emotions to be expressed with respect and clarity.
19	Paredes, R., Ramirez, I., & Ramirez, C. (2024)	Digital competence and teaching performance in public educational institutions	Proper information management is essential for organizational development.
20	Guevara, B., & Peñalver, M. (2024)	Impact of organizational climate on job performance in health institutions	Organizational failures often originate from inefficient work climate management.
21	Daza, A., Beltran, L., & Silva, W. (2021)	Analysis of organizational climate in companies in the palm sector of the Caribbean region	Employees show high levels of satisfaction and commitment to the organization.
22	Chiang, M., Hidalgo, J., &	Effect of job satisfaction and trust on organizational	Job satisfaction is associated with teamwork and development opportunities.

	Gomez, N. (2021)	climate through structural equations	
23	Cortez, N. (2023)	Organizational climate and job satisfaction	Maintaining a positive organizational climate fosters staff motivation and performance.

Note. The table synthesizes the main contributions of the 23 selected studies for analysis, highlighting relationships between organizational climate, communication, leadership, digital competencies, motivation, and job performance. This systematization allows for the identification of common patterns and conceptual disparities that guide discussion and strengthen interpretation of the results obtained in this research.

Results and discussion

The study findings demonstrate that organizational climate, internal communication, and leadership style are decisive elements in workplace dynamics. Calle (2022) shows that the work environment can either enhance or constrain productivity, while Figueroa and Salas (2024) confirm that timely and clear communication facilitates the achievement of institutional goals. This same concern is developed by Galarraga (2023), who maintains that identifying factors shaping an adequate climate is essential for raising staff performance. The influence of leaders becomes determinant, as Díaz (2020) points out, and is reinforced by Maguiña et al. (2021), who find that when supervisors actively participate in daily tasks, communication quality with their subordinates improves notably.

Another cluster of studies reaffirms the mediating role of organizational climate on variables such as satisfaction and performance. Zeta et al. (2020) indicate that this variable functions as a bridge between service leadership and job satisfaction. Tinoco (2023) complements this idea by demonstrating that a favorable climate significantly boosts worker satisfaction, coinciding with what Pereyra et al. (2022) describe regarding the relationship between high-performance leadership and a strengthened work climate. However, Caroline and Guilherme (2023) warn that accessibility barriers persist in digital environments, revealing structural inequities that affect communication. In parallel, Almansa et al. (2024) highlight the need for every organization to have communication structures that efficiently articulate relationships with diverse internal and external publics.

Motivational and emotional aspects also emerge as fundamental pillars of performance. Turín (2024) observes that intrinsic and attitudinal factors influence employee efficiency, while Hancco et al. (2021) underscore the importance of interpersonal relationships in sectors with high human interaction, such as tourism services. In this regard, Díaz and Chávarry (2023) emphasize the utility of emotional intelligence for understanding and managing one's own emotions and those of the work environment. Additionally, Zaragoza et al. (2023) define job performance as a set of observable behaviors, emphasizing its link to organizational expectations. Carvajal (2024) contributes that performance evaluation, far from being a punitive process, contributes to the worker's personal and professional growth.

The strategic incorporation of technologies also appears as a component that transforms work performance. Godoy (2024) argues that educational institutions require digital innovations to optimize daily work, while Maco and Haro (2025) show growing interest in improving performance in the construction sector. Similarly, Ullauri et al. (2024) highlight the relevance of assertive communication as a tool for improving educational processes, and Paredes et al. (2024) emphasize that digital competence has become indispensable in organizations that depend on efficient information management.

Finally, various authors converge on the notion that organizational climate is the transversal axis that integrates and enhances all the preceding dimensions. Guevara and Peñalver (2024) warn that deficient climate management can lead to institutional failure, while Daza et al. (2021) show that employees perceive high levels of favorability when the organization invests in strengthening this aspect. Chiang et al. (2021) add that job satisfaction and trust exert a direct effect on climate, influencing development opportunities. Cortez (2023) reinforces that maintaining a positive environment is essential for ensuring both satisfaction and staff performance. Collectively, these findings allow the conclusion that job performance rests on the interaction between organizational climate, leadership, communication, emotional skills, and digital capabilities.

Conclusions

This systematic review of the scientific literature has demonstrated a degree of correlation between work climate and corporate productivity; the findings reveal that a positive work climate is closely linked to high employee productivity levels. The conclusion supports the notion that working conditions accompanied by a warm work environment contribute significantly to understanding the relationship between these factors as they develop in a business context.

The composition of organizational structure correlates with adequate employee performance; when optimal resources are available, company objectives and goals are more appropriately met; otherwise, staff

demotivation results, reducing regulatory indices and production increases. Work climate is highlighted as playing a very important and fundamental role in work productivity; the human element regulates and guarantees that the organization obtains results and generates productivity.

Based on the systematized evidence, internal communication emerges as a fundamental articulating axis in shaping organizational climate and understanding job performance within organizations. The analyzed studies consistently indicate that clear, bidirectional, and coherent communication practices foster more participatory work environments, strengthen trust among organizational members, and facilitate alignment between institutional objectives and employees' daily actions.

Likewise, the reviewed literature demonstrates that deficiencies in internal communication flows are recurrently associated with negative perceptions of work climate, weakened commitment, and coordination difficulties. In this sense, internal communication should not be understood merely as an informational mechanism, but rather as a strategic component that structures organizational relationships and conditions how workers interpret, assume, and execute their functions.

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