# The Role of Business Intelligence in Enhancing Organizational Communication and Performance Management in Multinational Corporations

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**ABSTRACT:**

Business intelligence is now becoming more crucial in multinational firms in achieving better organizational communication and performance management through data processing. Although there have been many studies conducted on the adoption of analytics, very few have examined how communication and performance can be integrated in one business intelligence study. This study examines the role of business intelligence through two complementary pathways: Business Analytics Adoption, Knowledge Retention, Dynamic Capability, and Competitive Advantage; and HR Analytics Adoption, Talent Management, and Operational Performance. A quantitative secondary-data approach was employed using two organizational survey datasets. Composite construct scores were analyzed using descriptive statistics, correlation analysis, regression analysis, mediation analysis, and explained variance assessment. The findings reveal that Business Analytics Adoption positively influences Knowledge Retention, which strengthens Dynamic Capability and subsequently enhances Competitive Advantage. The communication pathway demonstrated substantial explanatory power, particularly for Dynamic Capability. HR Analytics Adoption positively influenced Talent Management and Operational Performance, while Talent Management also exerted a significant positive effect on Operational Performance and partially mediated the relationship between HR Analytics Adoption and performance outcomes. The results indicate that business intelligence generates organizational value through both knowledge-based and talent-based mechanisms. This research emphasizes that the use of analytics in combination with knowledge processes and human resources management can play an important role for improving communications, performance and competitiveness of organizations.

Keywords: Business intelligence, organizational communication, HR analytics, talent management, performance management. governance, social responsibility, environmental responsibility.

## 1. Introduction

Multinational companies exist in an environment of fast changing technology, international competition and increasing amounts of organizational data. The demand for timely and effective communication, decision making and performance management across geographically distributed operations is enhanced by these conditions. Digital transformation has enabled cross-functionality and cross-border coordination of information resources that has increased responsiveness, coordination and long-term sustainability (George & Schillebeeckx, 2022). As a result, business intelligence has become a crucial capability that empowers businesses to leverage data and turn it into actionable insights for actionable decision making.

Business intelligence is a collection of technologies, processes and mechanisms that gather, process and analyze organizational data to help with interpreting the information. These systems enable the organizations to achieve greater managerial effectiveness, track performance and determine areas for improvement. Business Analytics, as an emerging discipline, has gained recognition due to the importance of organizations being able to harness the value of data to effectively take action on insights (Kumar et al, 2022). However, the effectiveness of the adoption of analytics relies on technology readiness, organizational capabilities, and conditions in the environment that affect business value realization (Horani et al., 2023).

Business intelligence isn't just about decision support, it's about communicating to and in the organization. Effective communication in multinational corporations is based on knowledge exchange, retention and use in the units. Analytics enhances these processes with the capability for organizational learning and better information sharing throughout the organization and among employees and managers. Organizations with great analytical capability have a better chance of turning data into organizational knowledge leading to high quality communication and effective organizational decision making (Garmaki et al., 2023). When organizations are able to effectively retain critical knowledge and institutional expertise, the strategic value of these processes is increased. Dynamic knowledge management perspectives are that the retained knowledge is associated with the development of adaptive capacity which enables organizations to adapt to the changing market conditions while keeping them competitive (Li et al., 2025).

BI also improves communications by providing better management control and organizational coordination. The timely and reliable information provides robust support for decision alignment, performance monitoring and business process management. Thus, business intelligence systems not only help to improve the efficiency of operations, but also serve as a basis for strategic communication, thanks to the information they make available to organizational participants (Elbashir et al., 2022). Effective communication is crucial in multinational companies where it can be challenging to coordinate activities and affect the company's performance.

Again, Business Intelligence has a clear impact on performance management. With the increasing use of analytics in HR, HR Analytics has emerged as a key tool for HR management. By leveraging workforce data, HR analytics can empower organizations to make better-informed choices on recruitment, employee development, retention and performance evaluation. The adoption of HR analytics within larger business intelligence (BI) projects has bolstered departments' agility and enhanced the correlation of employee skills and talents to enterprise goals (Vadithe & Kesari, 2025). Predictive HR analytics also optimizes organizations' effectiveness and allows HR managers to look into their crystal balls to plan ahead with regard to their human capital (Gurusinghe et al., 2021).

So, with the digital world comes the need for talent management to be a strategic priority. As organizations realize that lasting success relies on their capacity to hire, develop, and retain staff

with skills congruent with organizational goals, the focus is shifting to workforce development. The emphasis is on workforce development as more organizations realize that they need employees who have skills that support organizational goals in order to achieve lasting success. Strategic talent management plays a vital role in workforce development and is directly tied to organizational effectiveness (Sridar et al., 2025). Moreover, HR analytics has been proven to contribute to advancing the performance of organizations by better decision making and better talent management, which demonstrates the beneficial impacts of employing analytics in HRM (Noor et al., 2025).

The Resource Based View (RBV) has been used to explain the importance of business intelligence, where valuable resources and capabilities are considered as important sources of sustained competitive advantage. The Analytics capability, Organization Knowledge and Human Capital can thus be considered as strategic assets that can be leveraged to improve the performance of an organization if utilized effectively (Lubis, 2022). Although there has been increasing interest in the scholarly community, business analytics and HR analytics have mostly evolved as discrete lines of research. These studies on business analytics primarily analyze knowledge-related outcomes and competitive advantage, while HR analytics research studies focus on talent management and on organizational performance. Thus, there is little empirical research covering the combined contribution of these aspects to the wider topic of business intelligence and its contribution towards improving communication and performance management within organizations.

This gap is significant as it now has a mutual impact on an organization's outcomes: Communication effectiveness as well as performance management rely on each other, and both are dependent on analytics-driven capabilities. Thus, two integrated ways of business intelligence to improve organizational communication and performance management in multinational companies are explored in this study. The first pathway is interested in the relationship between Business Analytics Adoption, Knowledge Retention, Dynamic Capability and Competitive Advantage. The second pathway check explores the relationship between HR Analytics Adoption, Talent Management and Operational Performance. Therefore, the study hypothesizes that BI capabilities have positive influence on the organizational communication and performance outcomes mediated by knowledge and talent. Thus, the study includes a comprehensive understanding of the strategic value of BI in today's organizations through knowledge and talent based mechanisms.

## 2. Methodology

### 2.1 Research Design

The research design used in this study was Quantitative Research design, the purpose of which was to analyse the role of Business Intelligence in improving Organizational communication and Performance Management. Two complimentary analytical pathways were incorporated into the investigation. The first pathway was centered around how the adoption of Business Analytics affects Competitive Advantage through Knowledge Retention and Dynamic Capability. The second path explored was how HR Analytics Adoption contributes to Operational Performance via Talent Management. A cross-sectional perspective was used to examine the relationships between constructs, and to explore the explanatory mechanisms by which the analytic capabilities lead to organizational outcomes.

### 2.2 Data Source

Two public data sets were investigated that explore analytics adoption and organizational performance in other business settings were used. The first data set sought to explore the links between the use of the business analytics and knowledge retention in ECOs, dynamic

capability, and competitive advantage (Alanudin, 2023). The second dataset was concerned with the drivers for organizations to implement HR analytics and how it affects their talent management and operational performance within Malaysia (Chong, 2026). In both data sets, the survey responses are at the organizational level, and are gathered by structured questionnaires and multi-item measurement scales. The combination of these datasets allowed the study of communication-related and performance-related aspects of business intelligence in a single conceptual framework.

### 2.3 Measures and Construct Operationalization

Multiple indicators reflecting the constructs were used in this study from the original survey instruments. The measurement items for the communication pathway were operationalized as the latent constructs of Business Analytics Adoption, Knowledge Retention, Dynamic Capability and Competitive Advantage. The same multi-item scales were used for HR Analytics Adoption, Talent Management and Operational Performance for the performance management pathway. Construct scores were obtained from variables that were related to each construct and were averaged. This 'aggregative approach' allowed the ability to transform item-level responses into construct-level measures, which could then be analyzed statistically.

### 2.4 Data Analysis

The data analysis process took place in a number of stages. The descriptive statistics were computed to present a summary of the distribution properties of the constructs used in the study. Secondly, Pearson correlation analysis was used to test the relationships between the variables in each analytical pathway. Ordinary Least Squares (OLS) regression analysis was used to test the proposed relationships. Direct effects of the constructs were assessed using separate regression models for the communication pathway and performance management pathway. To find the intermediary factors between variables, mediation analysis was performed (Direct effect, Indirect effect, Total effect). $R^2$ was used to determine the ability of the models to explain the variance of endogenous constructs, and it expresses the percentage of variance explained in each endogenous construct. These analytical procedures, together, allowed a thorough examination of the proposed framework and how the business intelligence capabilities can contribute to organizational communication and performance outcomes.

## 3. Results

### 3.1 Descriptive Statistics

Descriptive statistics were derived to test the central tendency and dispersion of constructs that were included in both communication and performance management pathways. Results suggest that the organizations included in the datasets scored relatively high in all constructs, indicating that they had a relatively high rate of analytics adoption, organizational capabilities, and performance outcomes. The mean scores of the variables of the communication pathway were highest for Dynamic Capability (M = 9.343, SD = 0.711), shortly followed by Knowledge Retention (M = 9.283, SD = 0.791) and Competitive Advantage (M = 9.276, SD = 0.910). The high mean score of Business Analytics Adoption (M = 9.260, SD = 0.810) also revealed a high level of adoption of practices using Business Analytics. For the performance management pathway, the highest mean score (M = 4.873, SD = 0.454) was for Operational Performance, followed by HR Analytics Adoption (M = 3.965, SD = 0.464) and Talent Management (M = 3.922, SD = 0.366). Some relatively low standard deviations were observed across the constructs, which could indicate a uniform pattern of responding on the part of participants. All study constructs were analyzed descriptively as presented in Table 1. Both the mean scores were consistently high, suggesting that the participating organisations have well-developed analytics capabilities and positive organisational outcomes.

Table 1. Descriptive Statistics of the Study Constructs

| Construct | Mean | Standard Deviation |
|---|---|---|
| Business Analytics Adoption | 9.260 | 0.810 |
| Knowledge Retention | 9.283 | 0.791 |
| Dynamic Capability | 9.343 | 0.711 |
| Competitive Advantage | 9.276 | 0.910 |
| HR Analytics Adoption | 3.965 | 0.464 |
| Talent Management | 3.922 | 0.366 |
| Operational Performance | 4.873 | 0.454 |

Cronbach's α coefficients were used to determine the internal consistency of the measurement scales. The results showed that all the dimensions of the constructs had an alpha value exceeding the recommended alpha value of 0.70, which is considered to be satisfactory, ranging from 0.727 to 0.967. The Business Analytics Adoption dimension had the greatest coefficient of alpha (α = 0.967), and one Knowledge Retention dimension had the lowest (α = 0.727). In general, the measurement instruments were satisfactory in terms of reliability and appropriate for statistical analysis.

### 3.2 Correlation Analysis of the Communication Pathway

Pearson correlation was used to measure the relationships between the constructs of the communication pathway. Positive significant correlations were found among all the variables. There were strong correlations between Business Analytics Adoption and Knowledge Retention (r = 0.822), Dynamic Capability (r = 0.816), and Competitive Advantage (r = 0.765). Likewise, there was a strong correlation between Knowledge Retention and Dynamic Capability (r = 0.876), suggesting that organizations with high levels of knowledge retention and dissemination are likely to have high levels of dynamic capability. Moreover, Dynamic Capability showed a significant positive correlation with Competitive Advantage (r = 0.832), which indicates that the capability to sense, adapt and respond to environmental changes is a significant factor that influences the competitiveness of an organization. The correlation matrix among the communication pathway constructs is shown below in Table 2.

Table 2. Correlation Matrix for the Communication Pathway Constructs

| Construct | Business Analytics Adoption | Knowledge Retention | Dynamic Capability | Competitive Advantage |
|---|---|---|---|---|
| Business Analytics Adoption | 1.000 | 0.822 | 0.816 | 0.765 |
| Knowledge Retention | 0.822 | 1.000 | 0.876 | 0.799 |
| Dynamic Capability | 0.816 | 0.876 | 1.000 | 0.832 |
| Competitive Advantage | 0.765 | 0.799 | 0.832 | 1.000 |

The initial support for the proposed communication pathway and the suggestion that all constructs are positively interrelated comes from the observed correlation coefficients. In this study, Business Analytics Adoption is mediated by Knowledge Retention and Dynamic Capability in achieving Competitive Advantage, as shown in the communication pathway in Figure 1A. The performance management pathway is shown in Figure 1B, in which HR Analytics Adoption is shown to positively impact Operational Performance via Talent Management mechanisms.

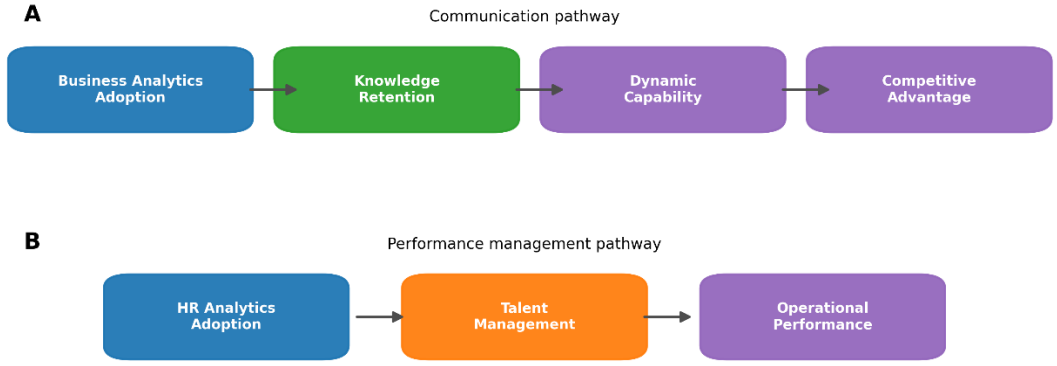


Figure 1. Integrated Business Intelligence Research Framework (A) Communication pathway (B) Performance management pathway

### 3.3 Correlation Analysis of the Performance Management Pathway

The link between HR Analytics Adoption and Talent Management and between HR Analytics Adoption and Operational Performance was then explored. All constructs were found to have positive associations. There was moderate correlation between HR Analytics Adoption and Talent Management ($r = 0.571$) and Operational Performance ($r = 0.616$), meaning that companies already using an analytics-based approach to HR tend to have higher levels of talent-related capabilities and better performance results. Talent Management had the highest correlation with Operational Performance ($r = 0.649$), suggesting that companies that are successful in attracting, cultivating and retaining talent can more easily attain superior operational results. The correlation coefficient values for the constructs of the performance management pathway are summarized in Table 3 below. The correlation analysis findings suggest that there is a positive relationship between HR analytics and organizational performance outcomes, as well as talent management capabilities.

Table 3. Correlation Matrix for the Performance Management Pathway Constructs

| Construct | HR Analytics Adoption | Talent Management | Operational Performance |
|---|---|---|---|
| HR Analytics Adoption | 1.000 | 0.571 | 0.616 |
| Talent Management | 0.571 | 1.000 | 0.649 |
| Operational Performance | 0.616 | 0.649 | 1.000 |

### 3.4 Structural Relationship Testing

To evaluate the proposed hypotheses, regression analysis was used to test the proposed hypotheses for both pathways of business intelligence. The results suggest strong support for all hypothesized relationships. Of all the other variables in the communication pathway, Business Analytics Adoption was positively and strongly related to Knowledge Retention ($B = 0.802$, $p < 0.001$). Knowledge Retention then had a significant positive impact on the Dynamic Capability ($B = 0.787$, $p < 0.001$). Dynamic

Capability also had a significant positive relationship to Competitive Advantage (B = 1.066, p < 0.001), meaning that an increase in the organizational dynamic capability was found to be related to an increase in competitive advantage. HR Analytics Adoption positively affected Talent Management in the performance management pathway (B = 0.451, p < 0.001). This had a positive and significant impact on the operational performance (B = 0.548, p<0.001) and this impact was heavily mediated by Talent Management. Furthermore, HR Analytics Adoption had a positive direct effect (B = 0.356, p < 0.001) on Operational Performance. The results of tests of the hypotheses are presented in Table 4.

Table 4. Hypothesis Testing Results

| Hypothesis | Relationship | B | P Value | Result |
|---|---|---|---|---|
| H1 | Business Analytics Adoption → Knowledge Retention | 0.802 | <0.001 | Supported |
| H2 | Knowledge Retention → Dynamic Capability | 0.787 | <0.001 | Supported |
| H3 | Dynamic Capability → Competitive Advantage | 1.066 | <0.001 | Supported |
| H4 | HR Analytics Adoption → Talent Management | 0.451 | <0.001 | Supported |
| H5 | Talent Management → Operational Performance | 0.548 | <0.001 | Supported |
| H6 | HR Analytics Adoption → Operational Performance | 0.356 | <0.001 | Supported |

The hypotheses were all accepted, suggesting that business intelligence capabilities are significant factors for both communication-related and performance-related organizational outcomes. All of the relationships in the communication pathway are positive and significant, as shown in Figure 2A, with the relationship between Dynamic Capability and Competitive Advantage being the highest. The results in Figure 2B reveal that Talent Management has a higher impact on Operational Performance than HR Analytics Adoption has. This indicates that while HR Analytics Adoption is an important mechanism for cultivating organizational performance, it is also crucial to consider Talent Management.

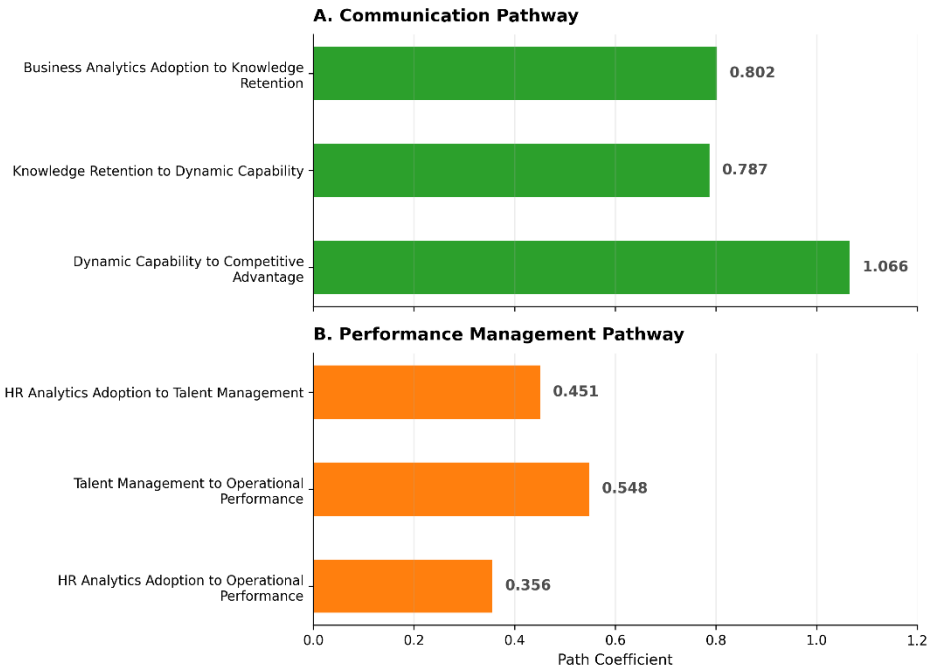


Figure 2. Directional Effects Across the Two Empirical Models (A) Communication pathway(B) Performance management pathway

### 3.5 Mediation Analysis

Mediation analysis methods were used to determine how business intelligence capabilities create business outcomes. The indirect effect of Business Analytics Adoption on Competitive Advantage via Knowledge Retention was estimated to be 0.486, which is larger than the direct effect of 0.373. The study reveals that knowledge retention is one of the critical processes in which analytics efforts lead to competitive results. Talent Management was a partial mediator between HR Analytics Adoption and Operational Performance within the performance management pathway. The indirect effect was determined at 0.247, and the direct effect was 0.356. Based on these findings, it can be concluded that talent management serves as a significant but not exclusive pathway for the impact of HR analytics on the organisation's performance. The communication pathway is found to be more indirect than the performance management pathway, as shown in Figure 3. Furthermore, the total effect of the communication model is larger than that of the performance management model, indicating that the communication-oriented capabilities may be a strong channel for business intelligence to provide value to an organization.

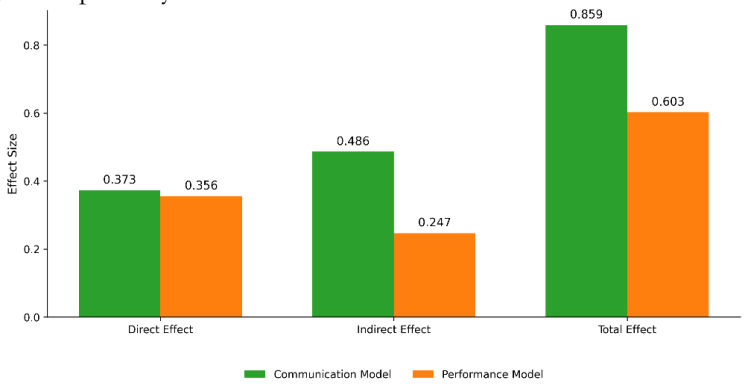


Figure 3. Mediation Effects in the Two Business Intelligence Models

### 3.6 Explained Variance of the Structural Models

The coefficient of determination ($R^2$) was used to measure the predictive ability of the two empirical models. In the communication pathway, the model accounted for 67.5% of the variance in Knowledge Retention, 76.7% of the variance in Dynamic Capability and 69.1% of the variance in Competitive Advantage. The values obtained are fairly high and suggest that there is considerable explanatory power for strategic organizational outcomes in the communication pathway. Across the performance management pathway, HR Analytics Adoption accounted for 32.6% of the variance in Talent Management, and when combined with Talent Management, this accounted for 51.0% of the variance in Operational Performance. These values still have substantial predictive capabilities, but less than the communication pathway. As for explanatory power, the communication model has the highest results with $R^2 = 0.767$ in Dynamic Capability, then Competitive Advantage $R^2 = 0.691$, and Knowledge Retention $R^2 = 0.675$. The performance management model accounts for 32.6% of the variance in Talent Management and 51.0% of the variance in Operational Performance, with moderate predictive capability (Figure 4).

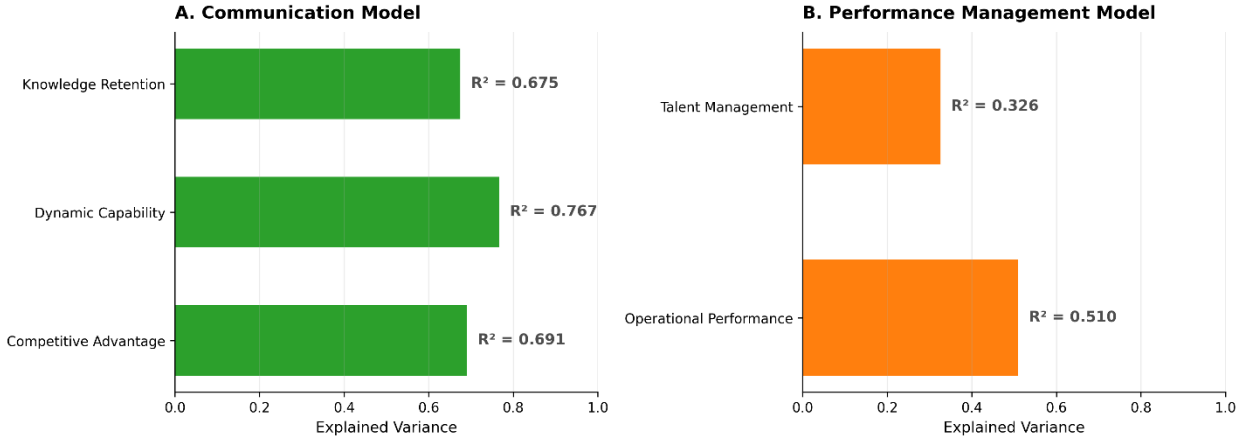


Figure 4. Explained Variance Across the Two Business Intelligence Models (A) Communication model (B) Performance management model

### 4. Discussion

The results show that the addition of business intelligence to the organizational communication and performance management process can take place in two complementary ways. In the communication pathway, Business Analytics Adoption had a significant positive impact on Knowledge Retention, suggesting that the use of analytics improves knowledge capture, retention and utilization. This finding provides evidence for the argument that business intelligence is not simply about better technical reporting, but also better information for which organizational members use to communicate and coordinate decision making. The impact of Knowledge Retention was positive and strong on Dynamic Capability. This means that if the organizations can access the knowledge that they retain and use it to address shifting conditions, then they can benefit from it. In multinational companies in which knowledge is spread across units and locations, the ability to share and reuse the knowledge of the organization may help to minimize information loss and help to be more strategic in dealing with changes. Knowledge Retention demonstrated a strong positive effect on Dynamic Capability, indicating that retained organizational knowledge contributes substantially to the development of adaptive capabilities.

The performance management pathway also had some good results. HR Analytics Adoption had a

positive effect on Talent Management, demonstrating that HR analytics practices help to make better HR decisions. Talent Management, in turn, drove up Operational Performance, leaving no doubt that attracting, developing and retaining employees are key factors in organizational effectiveness. The direct influence of HR Analytics Adoption on Operational Performance remained strong as well, indicating that HR analytics can enhance operational performance, and not only via talent-related channels, but also by more generic ways of managing, planning, and monitoring the workforce. The Mediation findings also explain these mechanisms. In the communication pathway, the indirect effect through Knowledge Retention occurred stronger than the direct effect, indicating that the value in business analytics is mainly in the knowledge-based communication processes. In the performance management pathway, partial mediation was found between HR Analytics Adoption and Operational Performance, suggesting that HR Analytics creates value both directly and indirectly via its facilitation of human capital management.

The communication pathway findings are in line with existing research that asserts business analytics is value creation because of better knowledge-intensive business processes. According to Marjanovic (2022), the value of analytics arises from the enhancement of knowledge processes that are created and applied by organizations. The current results further support this argument by revealing that Knowledge Retention serves as an important mechanism between the Business Analytics Adoption and Competitive Advantage. The relationship between analytics and Knowledge Retention also supports Reza (2024), who found that the information technology capabilities are very relevant in strengthening knowledge retention at the individual, group and organizational levels. The positive relationship between Knowledge Retention and Dynamic Capability is consistent with the literature that links organizational learning, knowledge management capability and organizational performance. In line with Alshammari (2020), the results presented here indicate that the knowledge that organizations retain has a positive impact on dynamic capabilities, which in turn boosts performance, but not necessarily competitive outcomes. The findings are also consistent with those of Saleem and Ilkhanizadeh (2021), who found that business intelligence impacts corporate performance management in an organizational context. In this study, Knowledge Retention and Talent Management were these mechanisms.

The performance pathway is also aligned with business intelligence alignment to organizational performance research. The present results corroborate the findings by Suša Vugec et al. (2020) that business intelligence can enhance performance with business process management, while HR Analytics Adoption can enhance Operational Performance with Talent Management. The direct and indirect effects of HR Analytics Adoption also align with Wang et al. (2022), who revealed that the adoption of BI improves the analytical systems of organizations, thereby improving their performance and the capability to evaluate their performance. The overall strategic relevance of the results is reinforced by studies confirming that business intelligence makes a business more sustainable and competitive. Awamleh et al. (2024) highlighted the significance of business intelligence techniques for enhancing performance metrics, and the present results indicated that analytics skills can positively influence both strategic and operational results. The results are also in line with Bordeleau et al. (2020), who showed that value creation for analytics is contingent upon the capability building of organizations in digitally enabled environments. The findings are especially applicable for multinational companies, as there is a positive association between business intelligence and organizational agility and faster

internationalization and better responsiveness in international environments (Cheng et al., 2020).

These results have some implications for managers of multinational companies. BI should not be considered a narrow technical solution, but rather as a strategic capability of the organization. The value of investments in analytics systems is more likely to be gained if linked to knowledge retention, communication processes, and dynamic capability development. Business intelligence initiatives, then, should be designed by managers to help with knowledge sharing, institutional memory, and cross-unit coordination. The results also highlight the importance of integrating HR analytics into performance management systems. HR Analytics should be a tool to enhance talent acquisition, development and retention, not limited to administrative reporting. The evidence shows the benefits of workforce analytics when integrated within talent management processes and aligned to organization goals when the analytics are deployed.

Some caveats must be noted. The study was an analysis of secondary and cross-sectional data, which cannot fully guarantee causal statements. Both of the empirical routes were also explored with different data sets, which might limit direct comparability between the communication and performance management models. An integrated framework could then be tested with a single multinational corporation dataset in multiple countries and industries in the future. Finally, the impact of business intelligence capabilities on communication and performance management over time would be a topic for exploring via longitudinal research. Other mediators, like organizational culture, managerial capability or digital maturity, can be added to the analysis in order to gain a deeper understanding of the value generated by business intelligence in the organization.

## 5. Conclusion

In multinationals, business intelligence helps boost organization communication and optimize performance management. The results indicate that higher levels of Business Analytics Adoption were associated with greater Knowledge Retention, stronger Dynamic Capability, and improved Competitive Advantage. This means that it's not only about data being available, but also about knowledge within the organization being retained and mobilized for use in decision-making. The results also validate the role of HR Analytics Adoption in performance management. HR analytics also has a direct positive impact on performance outcomes, and in addition, supports Operational Performance by enhancing Talent Management. The findings indicate that analytics-informed workforce decisions can positively impact the effectiveness of the organization when aligned with talent acquisition, development and retention strategies. The study is strong proof of the value creation process of business intelligence, which is knowledge-based and talent-based. In the case of multinationals, it is a reminder that analytics systems need to be part of communication routines and incorporated into the performance management system. Longterm and cross-national data sets would provide the possibility to further investigate the dynamics of business intelligence capabilities across organizational settings in future research.

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