

**STAKEHOLDER ENGAGEMENT AND ORGANIZATIONAL COMPETITIVENESS
IN THE DIGITAL ERA: A META-ANALYSIS WITH TECHNOLOGICAL
MODERATORS BETWEEN 2001 AND 2025**

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Introdução

Digital transformation has fundamentally reshaped stakeholder engagement dynamics, creating unprecedented opportunities for organizational competitiveness. Stakeholder engagement represents convergence of customer engagement from Marketing and stakeholder theory from Strategic Management. Digital platforms, AI, and integrated systems now mediate relationships, creating "digital stakeholder engagement." Traditional face-to-face interactions evolved through technological moderators including digital maturity, platform integration, AI-enhanced systems, representing critical gaps.

Problema de Pesquisa e Objetivo

Previous stakeholder engagement research addressed reputation, organizational identity, job satisfaction, intangible resources development, but integration of technological moderators remains underexplored. Literature shows fragmented competitiveness concepts and inconsistent engagement-performance findings. Study addresses three gaps: lack of technological moderators, inconsistent findings, absence of digital considerations. Research objective provides first meta-analysis incorporating technological moderators, clarifies engagement-competitiveness relationships using 61 studies.

Fundamentação Teórica

Stakeholder Theory emphasizes creating maximum stakeholder value through strategic posture based on stakeholder interests and social aspects consideration. Digital transformation altered stakeholder networks by introducing technological mediators enhancing reach, interaction quality, value co-creation. Digital stakeholder engagement reflects positive relationship model involving stakeholders in decision-making through digital platforms, AI-enhanced systems. Organizational competitiveness manifests through Corporate Financial Performance and Corporate Social Performance dimensions.

Discussão

Meta-analysis reveals unprecedented support for stakeholder engagement effectiveness with all seven hypotheses receiving strong empirical support. Large effect sizes ($r=0.54-0.66$) exceed typical organizational behavior findings. Digital maturity shows 100% improvement from low to high levels, platform integration achieves 67% higher correlations, AI enhancement demonstrates 54% improvement. Industry context shows manufacturing and tourism achieving higher effectiveness ($r=0.61-0.62$) than services/retail ($r=0.44$). Social performance effects ($r=0.66$) exceed financial performance ($r=0.54$).

Conclusão

Meta-analysis establishes stakeholder engagement as critical organizational capability with substantial competitive implications, particularly when enhanced through digital technologies. Evidence supports significant investment in digital engagement capabilities while recognizing strategic sequencing importance and contextual adaptation. Organizations failing to develop digital engagement capabilities risk substantial competitive disadvantages. Four-stage maturity model provides evidence-based implementation roadmap. Critical research priorities include longitudinal studies.

Contribuição / Impacto

Study provides four substantial contributions: first comprehensive quantitative synthesis incorporating technological moderators in stakeholder engagement research, robust evidence for positive engagement-competitiveness relationships across 105,096 observations, new theoretical frameworks extending dynamic capabilities and network theory to digital contexts, comprehensive four-stage operational implementation framework bridging theory-practice gaps. Impact includes evidence that low digital maturity organizations achieve only 50% effectiveness of digitally mature competitors.

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