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DIGITAL COMMUNICATION BARRIERS IN THE ORGANISATION

In any organisation, communication barriers can arise due to various factors, such as inefficient information systems, inadequate quality control or low level of employee training, and shortcomings in the organisational structure. The problem is exacerbated by the active use of modern forms of employment, including remote work, which contributes to the emergence of digital barriers to organisational communications [3].

In modern conditions, digital organisational barriers to communication include

- physical, which include the conditions of the organisation's work environment, the technical capabilities of which can generally affect digital communication between employees;

- emotional - seem to be the most common among the others, as the beliefs, attitudes, personal values of the individual employee have a strong influence on how they process (perceive, analyse, classify and store) information. Organisational digital communications often lack tone of voice, tone of voice, facial expressions, body language, or other types of visual or audio cues;

- dentities - exist in society and can be reinforced by digital communications. They naturally include gender, race, ethnicity, as well as class, age, disability, social status or other personal, social or cultural identities;

- semantic, arising from different interpretations of words and symbols. In an organisation, this can be seen in the case of «office

language», which is not immediately understandable to newly recruited members of the workforce;

- accessibility - often overlooked, although the administration is obliged to make communication in the organisation accessible to all employees, especially to people with special needs;

- attention - may be related to distractions, both online and in the real world, information overload or other unique needs;

- trust, which can hinder digital communications when remote workers question the messages they receive in instant messengers. This is because such digital messages may be misinterpreted by others, and the credibility of the messenger may be questioned, for example, due to outdated protocols for protecting confidential data. For example, fraudsters without proper qualifications can impersonate authorities or influential people and their followers. In addition, various types of manipulation of content on the Internet, such as the use of edited images and deep fakes, are a problem. People sometimes rely too much on technology companies to verify account information, block spam, and protect personal data. In reality, leaks (unauthorised public disclosure) of personal data often occur, raising doubts about the reliability and security of organisational digital communications. In this regard, gaining trust is crucial for establishing effective digital communications [1].

There are negative consequences that an organisation can experience due to digital communication barriers, including: the emergence of conflict situations, a sense of hostility or even the development of a painful corporate culture due to misunderstandings between employees in the office and at remote workplaces; direct impact on productivity and the quality of online customer service, etc. Although it is difficult to completely eliminate such barriers, there are methods to mitigate their negative impact, in particular by [2]:

- recognition and adaptation to the different communication

preferences of employees of different generations (for example, millennials, or representatives of Generation Z who are used to viewing personalised news feeds on social media). These people like to create online communities, share their opinions and seek recommendations on their favourite social channels;

- creation and distribution of personalised content, which is an important element of effective communication. Such content should be distributed in a format that suits people's preferences, such as videos, infographics, webinars, podcasts, etc. The organisation should also segment its internal audience based on various criteria to avoid sharing irrelevant content;

- use up-to-date, comprehensive data and modern digital technologies to better understand, manage and reduce digital communication barriers. This includes consolidating different communication channels into a single communication platform and access to communication data and insights.

Thus, with the emergence and spread of remote forms of employment, digital communication barriers have naturally arisen. There are several methods that can reduce their negative impact. For example, organisations can achieve this by adapting to the diverse preferences of their interlocutors, using flexible types of communication, creating adaptive content, using popular messengers, as well as big data and digital technologies to better understand and overcome or minimise digital communication barriers.

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