

Exploring the role of digital media in internal organisational communication

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Abstract

The rapid evolution of digital media has reshaped internal organisational communication, facilitating real-time interactions, enhancing engagement, and fostering a more connected workforce. This study evaluates digital media's influence on internal organisational communication, focusing on preferences, perceived barriers, and communication efficacy. Framed by technological determinism and actor-network theory, it examines how organisations adapt digital tools, such as emails, intranets, social media, and collaborative platforms, to enhance efficiency and employee engagement. Secondary data were synthesised, revealing that digital media is pivotal in transmitting information, improving employee morale, and promoting a cohesive organisational culture. Despite these benefits, challenges such as security risks, information overload, and the digital divide persist. While digital platforms enable immediate feedback and promote collaboration, they may also lead to communication inefficiencies, distractions, and misinterpretations due to the absence of non-verbal cues. Moreover, disparities in digital literacy and access can hinder inclusive engagement, reinforcing the need for organisations to adopt blended communication strategies that balance digital and conventional methods. As findings suggest, organisations must leverage the unique capacities of digital media to enhance their communication processes while proactively addressing associated challenges. Understanding these dynamics provides a foundation for practical strategies that optimise digital media use in fostering a productive work environment. By enhancing internal communication through tailored digital platforms, organisations can facilitate adequate information flow, bolster employee involvement, and contribute to overall organisational success. Thus, this study underscores the importance of ongoing adaptation and evaluation in digital media utilisation to address evolving organisational needs and challenges in the digital age.

Keywords: Digital Media, Organisational Communication, Employee Engagement, Internal Communication Barriers

Introduction

Effective communication is the fulcrum of any successful organisation. All types of communication, whether formal or informal, written or oral, formal or informal, internal or external, rely on a communication medium to pass the message. In the contemporary business landscape, the rapid evolution of digital media has significantly transformed how organisations communicate internally. (Kencana & Meisyanti, 2021). Digital media, including platforms such as email, intranet, collaboration tools, and social media, has become integral to the functioning of modern enterprises. As organisations continue embracing digital technologies in communication, understanding their dynamic role becomes imperative for sustaining effective and efficient operations. Digital media offers various features and types that can be used according to an organisation's needs and communication systems. Ferdiansyah et al. (2021) posited that with the revolution and development in digital technology, the role of digital media in supporting communication strategies and building organisational identity cannot be ignored by any organisation. The rapid growth of digital technologies has led to complex changes in corporate communication as firms seek to enhance their competitive advantage (Waititu, 2020).

The digital age has brought forth a plethora of communication channels, enabling real-time interactions and fostering a more connected workforce. These platforms are not only seen as channels for broadcasting messages but also as tools that provide an opportunity to reach a wider audience (Henninger et al., 2017). Furthermore, digital media, including social media, has been identified as a critical tool for the public to communicate with organisations. (Oliveira & Capriotti, 2014). However, the adoption and integration of digital media in internal communication practices vary across industries and organisations. The complexity of this landscape necessitates a comprehensive investigation into the role of digital media in internal organisational communication to identify patterns, challenges, and opportunities for improvement.

This study aims to explore and review existing literature on the interplay between digital media and internal organisational communication. It addresses questions surrounding the role of digital media in transmitting information and promoting organisational communication and employee engagement. Additionally, the research explores potential barriers or challenges organisations encounter in optimising digital media for internal communication. Understanding the role of digital media in internal organisational communication is crucial not only for academic discourse but also for guiding practical strategies that organisations can employ to harness the full potential of these tools. By studying the role of digital media, organisations can identify ways to enhance communication processes, leading to improved collaboration, quicker decision-making, and increased productivity. In addition, understanding barriers to effective digital communication allows organisations to address challenges proactively. The section that follows reviews relevant concepts, theories, and related studies.

Internal Organisational Communication

Effective internal communication is crucial for the smooth functioning of an organisation and plays a vital role in achieving its goals. Generally, internal organisational communication refers to exchanging information, messages, and ideas. It encompasses all the channels, processes, and systems through which information flows among employees at various levels within the company (Oso et al., 2020). According to Özdemir (2015), it varies between organisations regarding content, structure, and management and is essential for organisational functionality and employee engagement. Internal organisational communication can take various forms, including face-to-face meetings and other mediated or digital forms such as emails, memos, newsletters, intranet platforms, and social collaboration tools. Internal

organisational communication is critical to any business or organisation and acts as the lifeblood that controls and coordinates all activities within an organisation, binding together various units and functions (Waititu, 2020). Effective internal communication ensures that information is disseminated efficiently, goals and objectives are clearly understood, and employees feel connected to the organisation's mission and values.

Internal communication fosters a positive work environment and promotes employee unity. It facilitates the sharing of information, ideas, and feedback, which are crucial for decision-making processes and problem-solving within the organisation. Welch (2011) stated that internal organisational communication is a critical resource influencing individual, team, and organisational levels. Effective internal communication encourages employees and other internal stakeholders to give maximum support and a positive attitude toward an organisation (Ridder, 2004). A recent study by Oso et al. (2020) has shown that internal communication positively correlates with organisational outputs such as commitment, performance, citizenship behaviours, and job satisfaction. It also enhances employee motivation, affecting employee performance (Dhone & Sarwoko, 2022). Furthermore, internal communication contributes to the organisation's performance level by identifying employees' tools for internal communication (Salim, 2022). Moreover, effective internal communication can enhance employee morale, job satisfaction, and organisational culture. Research by Robbins and Judge (2019) highlights that organisations with open and transparent communication channels experience higher employee engagement and lower turnover rates.

Organisations must prioritise clarity, consistency, and transparency to ensure effective internal communication. Clear and concise messaging helps avoid misunderstandings, while consistency in communication fosters trust and reliability. Transparency in sharing information about organisational changes, performance metrics, and strategic goals promotes a culture of openness and accountability. Additionally, active listening and feedback mechanisms are crucial for creating a two-way organisational communication flow. Internal communication using direct contacts or digital media is fundamental to organisational success. By understanding its importance, utilising various communication methods, and implementing best practices, organisations can create a cohesive and informed workforce, leading to improved performance and overall success. In this study, internal communication tools are limited to digital media and its role in organisational communication.

Digital Media

Digital media refers to any content that is stored in a digital format and can be transmitted electronically. Technological advancements have necessitated a growing, dynamic paradigm in media usage, signifying a gradual shift away from the use of conventional media (Rahim & Jalaladeen, 2016). According to Frayret and Robert (2015), digital media are mass communication channels that emerged with the advent of computers and the internet in the digital age. They stated that the foundation of digital media is digital technologies and encompasses many facets of digital media, including technology, application, content, producers, and consumers. Digital media formats include text, images, audio, video, and interactive content. The hardware tools for digital media include digital technologies, such as computers, smartphones, tablets, and other electronic devices.

Unlike conventional media, the new media can filter and segment audiences based on their language, sex, age, lifestyle, and preferences, as well as design content and targeted messages with direct impact (Zhang & Skoric, 2018). Examples of digital media platforms include social media sites, streaming services, online news websites, and e-commerce platforms. Digital media has profoundly impacted communication, entertainment, education, and other aspects of modern life. Digital media plays a

crucial role in organisational communication, transforming how information is created, distributed, and consumed within and outside organisations (Alzubi, 2022). Though various forms of digital media are used in organisational communication, the choice of digital media depends on the organisation's goals, the nature of the message, and the employees' preferences. Sheikh et al. (2019) argue that the growing adoption of digital media in the workplace has shifted work activities and interactions to various digital tools and collaborative platforms within organisations.

Some digital media used in organisational communication include (1) Email- a potent tool for formal communication, sharing documents, and coordinating activities. (2) The intranet serves as a platform for internal communication. (3) Instant messaging platforms, such as Slack and Microsoft Teams, enable real-time communication, fostering quick exchanges between team members. (4) Document-sharing platforms such as Google Drive, Microsoft OneDrive, or Dropbox facilitate the sharing and collaboration of documents and other files. (5) Video conferencing platforms like Zoom, Microsoft Teams, and Google Meet facilitate virtual face-to-face meetings, allowing teams to connect and collaborate, especially when working remotely. (6) Social Media platforms like Twitter, Facebook, TikTok, YouTube, LinkedIn, and Instagram have revolutionised the digital space in networking, public relations, employee engagement, collaboration, and knowledge sharing. (7) Internal blogs help share updates, insights, and knowledge within the organisation. (8) Podcasts are becoming relevant in sharing content and updates for employees. (9) Interactive webinars are effective for training sessions, presentations, and disseminating information. (10) Regular e-newsletters delivered provide updates, highlights, and essential information to employees in a structured format. (11) Instant messaging platforms such as WhatsApp, WeChat, Telegram, and Messenger have recently become a veritable tool for providing easy access to information and resources. (12) Employee Portals are centralised online platforms where employees can access important information, policies, and resources. (13) SMS and text messaging are helpful for urgent and instant updates. (15) Collaborative platforms like Microsoft SharePoint or Confluence promote collaboration by allowing teams to create, share, and edit documents in real-time.

Digital media has fundamentally transformed internal organisational communication. It has reshaped communication ecologies, work activities, and interactions within organisations, highlighting the need to adapt to the ongoing wave of digital transformation (McCosker, 2017). Digital media plays a multifaceted role in improving internal organisational communication by providing diverse channels and tools that enhance the workforce's connectivity, collaboration, and information flow. Effective implementation of these tools can lead to increased productivity, employee engagement, and a more cohesive organisational culture.

Theoretical Perspective

The theoretical framework of this study is built on the technological determinism theory and Actor-network theory (ANT). Technological determinism is a theory that suggests that technology is the driving force behind social and cultural change. The theory is often attributed to the work of scholars such as Thorstein Veblen and Marshall McLuhan. In his influential work, "Understanding Media: The Extensions of Man" (1964), McLuhan argued that media technologies shape and control human experience and social organisation. It argues that technological advancements drive social change, and these changes are often inevitable once a particular technology is introduced.

The technological determinism theory plays a crucial role in understanding the relationship between technology and organisational communication. Technological

determinism is a concept that has been subject to various interpretations and positions, according to Oliver (2011). Adopting new communication technologies within an organisation can significantly impact how individuals communicate and collaborate. The theory highlights that as organisations become more dependent on certain communication technologies, their practices and structures may evolve accordingly. Hubert et al., 2019 stated that it is essential to recognise the influence of acceptance and adoption drivers on technology usage, as technological determinism theory provides unique insights into technology acceptance and its interrelated constructs. Technological determinism theory and its implications for organisational communication are crucial for understanding the impact of technology on communication processes within organisations and the broader societal context. The Technological Determinism Theory is essential in this study because it helps us understand how introducing and adopting new communication technologies can shape how organisations function, communicate, and evolve. However, it is crucial to note that while technology can drive change, the response of individuals and organisations to these changes is also a critical factor in determining the ultimate impact of technology on organisational communication.

Actor-network theory (ANT) is another significant theoretical framework for understanding digital media in organisational communication. ANT was developed by sociologists Bruno Latour and Michel Callon, along with other contributors, in the 1980s and has since been applied to various disciplines, including organisational communication. Altabaibeh et al. (2020) stated that it provides a comprehensive understanding of the complex dynamics of network emergence, the interplay between human and non-human entities, and the technological shaping of social processes. ANT challenges traditional sociological perspectives by emphasising the importance of non-human actors, such as technologies and objects, in shaping social networks and interactions. ANT extends the concept of agency beyond human actors to include non-human entities such as technologies, documents, and physical spaces. According to Twum-Darko & Harker (2015), ANT allows for the consideration and study of technical, organisational, and social aspects of an actor network together, making it an appropriate theoretical lens for exploring the factors influencing knowledge sharing, understanding entrepreneurial processes, and facilitating the introduction of new knowledge processes in organisations. This perspective is crucial in understanding how human and non-human elements influence organisational communication. For example, communication technologies, like email systems or collaboration tools, are considered active participants in shaping communication practices. ANT is important in organisational communication as it offers a comprehensive understanding of the complex dynamics of network emergence, the interplay between human and non-human entities, and the shaping of social processes by technology (Twum-Darko & Harker, 2015). The theory is helpful in this study because it provides a unique lens for analysing and understanding organisational communication's complex and interconnected nature. It encourages research beyond traditional hierarchical models within and across organisations, making it a significant theoretical framework for understanding and analysing organisational communication.

Role of Digital Media in Internal Communication

The employees are the most critical stakeholders in an organisation. It is generally argued that a well-informed employee is a productive employee. Gustafsson et al. (2018) argued that a digitised workplace creates new opportunities for organisations to manage their internal communication effectively. The impact of digital media on internal communication has been extensively researched. Digital media, including social platforms, blogs, messaging, and networking sites, has transformed internal communication processes (Barykin et al., 2020). Several studies have highlighted the significance of digital media in facilitating internal communication within organisations. Digital media allows instant communication, enabling employees to share information

quickly and efficiently. This has dramatically accelerated decision-making processes and response times. Employees can work together seamlessly, regardless of physical location, fostering a more connected and productive work environment. Organisations with a global presence benefit from digital media by connecting employees across different geographical locations. Men et al. (2020) emphasised the suitability of internal digital channels for two-way symmetrical communication, enabling dialogue between organisational leaders and employees.

Additionally, digital media has led to a dispersion of communication involving more people and an increase in internal complexity within organisations, reflecting the profound effects of digital media on organisational communication (Frandsen, 2016). A study by Muniroh et al. (2022) stated that the use of digital media, including social media, networking capabilities, and digital communication technologies, is changing the nature of work and organisational behaviour. It has been found that digital media can significantly influence organisational performance through intellectual capital and perceived quality in micro, small, and medium enterprises (Islami et al., 2020). It enables individuals to see conversations occurring between others in the organisation, distinguishing social and work-related connections (Leonardi et al., 2013). Digital platforms, such as project management tools, collaborative software, and communication apps, facilitate teamwork and collaboration among teams across diverse locations. Digital media provides a centralised platform for storing and accessing information. Furthermore, Cardon et al. (2019) stressed the contribution of internal communication on digital platforms, networked employee communication, and an innovation culture to moral, instrumental, and relational legitimacy. Employees can easily retrieve documents, data, and announcements, reducing the time spent searching for information and promoting knowledge sharing. Social media, internal communication platforms, and other digital tools contribute to increased employee engagement. These platforms provide spaces for employees to share ideas, celebrate achievements, and foster community within the organisation. Moreover, Wiwin et al. (2020) emphasised the need for organisational leaders to utilise various internal communication media, including social networking media, to convey messages effectively.

Digital media offers a variety of communication channels, including email, chat, video conferencing, and collaboration platforms. This flexibility allows employees to choose the most appropriate channel for their communication needs, improving overall communication effectiveness. Digital media facilitates real-time feedback loops. Employees can provide instant comments on projects, share opinions, and engage in discussions, promoting a more dynamic and responsive organisational culture. The influence of new digital media on conventional media and visual communication has been significant, leading to a shift in interactions between customers and companies (Alzubi, 2022). In the context of health activism, digital media has shaped organizationally enabled networks, where constituent organisations adopt personalising engagement with the public, showcasing the impact of digital media on health activism and organisational networks (Vicari & Cappai, 2016). Additionally, the use of digital media in marketing communication has provided a different perspective on the digital marketing process, emphasising the evolving nature of marketing strategies (Lye & Santoso, 2021). These findings underscore the pivotal role of digital media in fostering transparent and legitimate internal communication processes. Digital media impacts organisational identity, performance, and communication efficacy, according to an investigation by Ferdiansyah et al. (2021).

Additionally, the impact of digital media on employee engagement has garnered significant attention, and various aspects of this dynamic have been explored. Ruck et al. (2017) found that employee voice significantly predicts emotional and organisational engagement, emphasising the importance of communication in driving engagement. Moreover, Chan et al. (2021) explored the moderating effect of digital literacies on the relationship between workplace digitalisation/innovative culture and

employee engagement, providing insights into the role of digital skills in shaping engagement. In the context of social media, Zhou et al. (2023) focused on the impact of personal social media platforms on employee engagement, while Nienaber & Martins (2020) examined the impact of online/social media communication on employee engagement, highlighting the significance of communication channels in driving engagement. Similarly, Zhao et al. (2021) proposed a model illustrating the mechanisms through which work-based social media use affects job performance, emphasising the dual impact of social media on work engagement and work interruptions.

Digital Media Preferences and Usage for Internal Communication

The reliance on digital communication technologies continues to grow across organisations of all sizes, indicating the increasing significance of digital media in organisational communication (Darics & Gatti, 2019). Most significantly, digital media tools and platforms for internal organisational communication have become increasingly prevalent in today's digital age. Organisations leverage digital platforms such as intranet, blogs, bulletin boards, instant messaging, and social networking sites to enhance internal communication and employee engagement (Barykin et al., 2020; Men, 2015). Kencana and Meisyanti (2020) stated that these platforms have not only transformed the nature of internal communications but have also provided new low-cost communication and enabled two-way communication for maintaining relationships with internal and external stakeholders. It has facilitated continuous interaction between management, employees and stakeholders, gathering information, fostering trust and building long-term relationships (Krings et al., 2022). Most importantly, the preference and use of any digital media tool will depend on the communication strategy, organisation type, context, and goal. Oliveira and Capriotti (2014) posited that organisations must understand the dynamics of digital media usage among different groups to develop more accurate and effective communication strategies. Scholars agree that a mix of all digital tools should be adopted to meet specific communication needs.

One of the prominent adoptions and use of digital media in organisational communication is social media. The use of social media in internal organisational communication has become increasingly prevalent in recent years as organisations are leveraging social media platforms to enhance internal communication, improve employee engagement, and facilitate knowledge sharing. Research has shown that social media can have profound implications for internal communication, allowing for multiple voices, targeted communication, wider reach, and combined consumption and content production (AlShawabkeh et al., 2018). Men et al. (2020) discussed the relationship between organisations' administration of internal social media and social media engagement, emphasising the encouragement of employees' use of internal social media for fostering organisational transparency and quality relationships. Murthy (2018) also emphasised the integral role of social media in organisational communication processes, highlighting its potential to alter socialisation, knowledge sharing, and power processes within organisations.

Furthermore, Schau et al., 2009 highlighted that social media plays a vital role in creating value through brand community practices, emphasising social networking and community engagement. This underscores the importance of social media in fostering a sense of community and belonging within organisations. Moreover, the literature emphasises the need for organisations to consider an integrated social media communication approach (Swart et al., 2021). According to Swart et al., this approach involves sourcing content, considering stakeholders' needs, using planning tools, and recognising employees as internal ambassadors. Additionally, the potential of social media for enhancing internal communication is underscored by the fact that it allows for improved internal and external communication (Nchabeleng et al., 2018). Overall,

digital media has multiple impacts on internal organisational communication, including its role in fostering transparent communication, building organisational identity, enhancing employee engagement, encouraging social interactions and improving organisational performance, as highlighted above.

Challenges of Digital Media in Internal Communication

While digital media offers numerous benefits for internal organisational communication, it also presents challenges that can impact communication effectiveness. Digital channels can be susceptible to security breaches, risking the confidentiality of sensitive organisational information and reputation risks (Maskuri et al., 2023). Furthermore, the ease of digital communication can lead to information overload, making it difficult for employees to prioritise and absorb essential messages. In addition, relevant information may get lost in the abundance of messages, leading to confusion and decreased engagement. Additionally, Waititu (2020) maintained that the potential for employees to abuse digital communication tools for private endeavours while on duty threatens organisational performance.

Furthermore, digital communication often needs more personal touch than face-to-face interactions, potentially leading to misunderstandings and a sense of isolation among employees. Shan et al. (2015) stated that social media's impersonal nature and use lack human social and interactive capabilities, hindering effective two-way human interaction and dialogue. This lack of human touch may result in reduced employee morale, decreased team cohesion, and potential misunderstandings, which may hinder effective collaboration. Not all employees may have access to or be comfortable using digital communication tools, leading to a digital divide within the organisation. On the other hand, digital communication often relies heavily on written messages, neglecting the benefits of visual and verbal communication.

Similarly, digital media can be a source of distractions, with employees multitasking or becoming easily diverted during online meetings or while reading digital messages. Reduced focus, comprehension, and retention of critical information can affect the overall effectiveness of communication efforts. Employee output may also drop as more people spend time on official social media platforms than in actual work. Yunus et al. (2019) asserted that the shift in media consumption patterns, with younger people being more exposed to smartphones and social media, poses a challenge for companies that rely on digital media for communication. The absence of non-verbal cues in digital communication can lead to misinterpretation of tone, potentially causing misunderstandings and conflicts. A study by Rasheed and Saba (2023) indicated that social media addiction may negatively affect employee engagement, highlighting the need to address the potential adverse effects of digital media on engagement.

Additionally, due to low digital literacy and poor infrastructure, the use of digital media may also lead to limited participation, unequal access to information, and decreased engagement among certain employee groups. In complex or sensitive situations, vital differences may be lost, leading to misunderstandings and ineffective communication. The challenge of disinformation, misinformation and fake news has been identified as barriers. Schubert and Seyffert (2017) have argued that lack of control over messages posted on social media, concerns over the credibility and reliability of the information, and difficulties in identifying facts online are also significant challenges associated with using social media in internal organisational communication. Scholars have argued that addressing these challenges requires a thoughtful approach, incorporating a mix of communication channels, providing training on digital tools, fostering a culture of open communication, and continually evaluating and adapting communication strategies to meet the evolving needs of the organisation and its workforce (Waititu, 2020).

Discussion of findings

The study's first objective was to investigate the role of digital media on the efficiency and effectiveness of internal communication within the organisation. Available literature indicates that digital media allows instant communication, enabling employees to share information quickly and efficiently. This view is supported by Gustafsson et al. (2018) argument that a digitised workplace creates new opportunities for organisations to manage their internal communication effectively. Similarly, Men et al. (2020) emphasised the suitability of internal digital channels for two-way symmetrical communication, enabling dialogue between organisational leaders and employees. Additionally, digital media has led to a dispersion of communication involving more people and an increase in internal complexity within organisations, reflecting the profound effects of digital media on organisational communication (Frandsen, 2016). Furthermore, Digital media impacts organisational identity, performance, and communication efficacy, according to an investigation by Ferdiansyah et al. (2021).

The study also explored employees' preferences and usage patterns regarding various digital media channels for internal communication. The available literature reviewed that one of the prominent adoptions and uses of digital media in organisational communication is social media. The use of social media in internal organisational communication has become increasingly prevalent in recent years as organisations are leveraging social media platforms to enhance internal communication, improve employee engagement, and facilitate knowledge sharing. Research has shown that social media can have profound implications for internal communication, allowing for multiple voices, targeted communication, wider reach, and combined consumption and content production (AlShawabkeh et al., 2018). Men et al. (2020) discussed the relationship between organisations' administration of internal social media and social media engagement, emphasising the encouragement of employees' use of internal social media for fostering organisational transparency and quality relationships. Murthy (2018) also emphasised the integral role of social media in organisational communication processes, highlighting its potential to alter socialisation, knowledge sharing, and power processes within organisations.

Finally, the study evaluates the potential barriers or challenges associated with using digital media in internal communication. The literature reviewed indicates that digital media presents several challenges that can impact communication effectiveness. Digital channels can be susceptible to security breaches, risking the confidentiality of sensitive organisational information and reputation risks (Maskuri et al., 2023). In addition, relevant information may get lost in the abundance of messages, leading to confusion and decreased engagement. Employees also abuse digital communication tools for private endeavours while on duty, threatening organisational performance. Furthermore, digital communication often lacks the personal touch of face-to-face interactions, potentially leading to misunderstandings and a sense of isolation among employees. Similarly, digital media can be a source of distractions, with employees multitasking or becoming easily diverted during online meetings or while reading digital messages. Reduced focus, comprehension, and retention of critical information can affect the overall effectiveness of communication efforts. Employee output may also drop as more people spend time on official social media platforms than in actual work. Again, low digital literacy and poor infrastructure, using digital media may also lead to limited participation, unequal access to information, and decreased engagement among certain employee groups.

Conclusion and Recommendations

In conclusion, digital media has emerged as a transformative force in internal organisational communication, enabling more dynamic, efficient, and responsive organisational exchanges. By providing diverse communication channels and tools, digital media fosters real-time information sharing, supports collaboration, and enhances employee engagement across all organisational levels. This transformation aligns with technological determinism and actor-network theory, highlighting how technological advancements and the interaction between human and non-human actors reshape organisational communication practices. Digital platforms such as social media, intranets, and messaging tools have effectively bridged communication gaps and facilitated a connected workforce, contributing to improved decision-making, employee morale, and organisational productivity. However, challenges such as security risks, information overload, the digital divide, and potential misinterpretations due to the absence of non-verbal cues underscore the limitations of relying solely on digital media for internal communication. Therefore, a strategic balance between digital and conventional communication methods remains essential. By implementing the following recommendations, organisations can effectively harness the benefits of digital media while mitigating its challenges, ultimately fostering a more cohesive, resilient, and responsive communication environment:

1. Organisations should combine digital and conventional communication channels. While digital tools enhance accessibility and immediacy, traditional face-to-face interactions can address subtleties often lost in digital exchanges. This hybrid approach will provide a comprehensive communication system that caters to diverse employee needs and preferences.
2. Organisations should invest in digital literacy training and infrastructure improvements to address the digital divide and ensure equitable access to digital tools. Organisations can foster inclusivity and enable full participation in internal communication by equipping employees with the necessary skills to navigate digital platforms.
3. As digital media usage increases, so do risks associated with data breaches and information leaks. Organisations must establish effective security protocols to protect sensitive information. This could include regular cybersecurity training, secure login processes, and policies regulating information sharing within digital platforms.
4. Organisations should establish message frequency and relevance. Using filters, summaries, or categorised content can help employees focus on pertinent information, reducing distractions and enhancing comprehension.
5. Digital media enables real-time feedback, but structured and accessible channels should ensure that employees' voices are genuinely heard. Regular surveys, discussion forums, and feedback loops can foster a two-way communication flow, contributing to a more engaged and motivated workforce.

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