

## Organisational communication and interculturality in the digital context

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## Abstract

This paper aims to explore the importance of organizational and digital communication in organisations as a strategic tool for facilitating intercultural dialogue. Based on a review of the literature, it seeks to analyse the role of digital platforms and social networks in creating more inclusive, participatory, and sustainable environments, encouraging cultural diversity, and strengthening institutional relationships.

## Keywords

Organizational Communication;  
Intercultural Dialogue; Digital  
Platforms

## Introduction

Recognizing communication within organisations is essential to strengthening their identity and maintaining good relationships with different audiences, as author Neiva (2018) points out. Currently, with technological advances and globalization, communication has become a strategic tool for fostering dialogue between cultures and facilitating the exchange of ideas (Almeida et al. (2024)). Digital environments have become important spaces for expressing culture and engaging people in a more inclusive way, contributing to the recognition of cultural heritage and creating links between different communities. However, digital presence involves facing challenges related to cultural diversity and the protection of identities (Hofstede, 2011).

## Methodology

This study consists of an exploratory review of the literature. Articles and books by leading authors in the fields of Organizational Communication, Interculturality, and Digital Transformation were analysed with the aim of identifying and relating concepts, challenges, and best practices in communication on digital platforms, taking into account different cultures.

## Presentation and discussion of results

Organisational communication plays a fundamental role in the internal and external functioning of organisations, as it contributes to the construction of identity, public relations, and institutional image. According to Neiva (2018), organisational communication can be understood from two perspectives: as an internal process that aims to promote inclusion, and as an external practice that aims to foster coexistence with diverse audiences.

Organisations do not communicate solely to convey information, but to align themselves with their environment, as mentioned by Almeida et al. (2024). With technological advances, digital communication has come to play an essential role in organisational strategies. It enables faster, more efficient, and more accessible information exchange and transforms the way organisations connect with different audiences. According to Kunsch (2016), it is necessary to invest in more humanised and transparent communication models that promote active listening and engagement with the public. The inclusion of interculturality in digital platforms symbolises challenges and best practices in communication within organisations (see Table 1), as pointed out by Zacarias et al. (2024). As Hofstede (2011) notes, cultures differ in their values and forms of communication, and understanding these differences is essential to avoid misunderstandings and promote collaboration. Interculturality, according to Nerling (2017), is a social process that drives mutual recognition between different cultures, which contributes to strengthening organisational relationships and building more inclusive environments.

Cultural dimension	Challenges in Digital Communication	Good Organizational Practice	Authors
Language and translation	Linguistic and semantic barriers	Use of simple and inclusive language	Hofstede (2011); Almeida et al. (2024)
Communication Styles	Cultural differences	Promotion of intercultural training and mediation	Nerling (2017)
Values and beliefs	Different interpretations of symbols or messages	Clear, transparent, and diversity-sensitive communication	Hofstede (2011); Zacarias et al. (2024)
Time zone and time	Difficulty synchronizing between global teams	Adoption of flexible practices and collaborative planning	Kunsch (2016); Neiva (2018)

Table 1 - Challenges and Best Practices in Communication on Digital Platforms (Own elaboration)

As can be seen, the literature review found that digital platforms promoted dialogue between different cultures. Organisational communication is transforming internal and external relations within organisations, promoting greater speed, transparency, and interaction between different cultures. It has been proven that organisations that recognize cultural differences are able to establish more inclusive and collaborative working relationships and connections, as argued by Hofstede (2011). Therefore, organisations must adopt digital communication not only to provide information, but also to create spaces for sharing and collective knowledge, as pointed out by Kunsch (2018).

## Conclusion

Although digital communication recognises its benefits, it can expose organisations to risks and challenges such as misinterpretation of messages, linguistic and semantic barriers, and misinformation, making it necessary to ensure good organisational practices to guarantee the clarity of the messages conveyed. Therefore, cultural transformation is fundamental to driving technological innovation, with cultural diversity being a strategic factor in managing diverse teams and audiences, both external and internal.

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