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Perceived Communication Barriers With Career Management: An Assessment in Terms of Demographic Variables

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Abstract: *The aim of this study is to investigate the relationship between perceived communication and career management of employees working at various levels in different sectors in Turkey in terms of demographic variables. The research covers 260 employees working in the public and private sectors in Istanbul. Results showed that employees' perceived communication barriers have a significant negative and weak correlation with career management and also regression analysis indicated the same results. Further, differences were reported for participants' age and work experience in terms of perceived career management and no significant differences were found for the other demographic variables in terms of employee communication barriers and career management. Based on the findings, it is suggested that to increase the positive perceptions of career management of employees, communication barriers should be eliminated and organizational communication effectiveness should be improved.*

Keywords: *Communication, perceived communication barriers, career, career management, organizational communication.*

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1. Introduction

Today, the execution of communication activities by superiors and subordinates has become one of the indispensable elements of organizations (Rana, 2013). Individuals working in organizations have indirect or direct contributions to the continuity of communication, and the existence of open communication channels is a factor that positively affects the performance of employees and the success of organizations. Individuals who come together for certain purposes carry the organization to a certain point of success to provide advanced communication skills within the organization. Because the openness of communication channels allows superiors and subordinates to communicate directly (Dai et al., 2022). From this, it can be seen that the success of organizations depends on maintaining healthy individual and organizational communication skills (Putti & Aryee, 1990). Positive communication will be a very important factor that provides information to individuals, motivates them and adds meaning to business processes. Therefore, the development of individual and organizational communication skills will benefit both the subordinate and the superior (Tholia et al., 2022). Although communication activities are important for organizations, they gain importance for the regular progress of activities within the organization since there is a communication channel within organizations as well as interpersonal communication activities. In this direction, maintaining proper and correct communication within the organization also helps to ensure the functionality of the organizational structure. In this respect, the benefits of communication are as important for the organization as it is for the employee (Chen & Holladay, 2022). In this direction, there are very few elements that can prevent communication in organizational structures where employees are in constant communication. In other words, communication barriers perceived by employees are minimized. However, in organizational structures where effective and efficient communication is not provided, this situation evolves to the contrary, revealing the elements that will prevent communication between the employee and the employer. In organizations with effective communication channels, the activities are compatible and the sense of duty and responsibility is high in the employees. Assuming that there will be a decrease in the uncertainties in the career ladder in institutions where communication is carried out well (AduOppong & Agyin-Birikorang, 2014). Especially in organizations where there are open communication channels, the uncertainty in job roles will decrease and career steps will be formed that will allow the employee to progress on the right path. Eliminating the factors

that hinder communication enables employees to be in constant communication with other employees, as well as showing them in which direction they can advance in their career ladder. In this respect, the functionality of career management is related to the effective and healthy execution of communication activities. By determining the activities related to how career management will be carried out in organizations with communication (Quill, 1995). For this reason, the stronger the communication networks in the hierarchical structure in organizations, the more effective and healthy communication environment will be provided with the elimination of factors that may prevent communication (Rani, 2016). In this direction, the aim of the study is to determine the role of demographic factors between perceived communication barriers and career management. In addition, it is aimed to determine the obstacles experienced in the communication process in the enterprises, to determine the problems that may occur in advance, and to examine the effects of all these on the career management of both the organization and the employees. Also while numerous factors are involved in career progressions or management, communication barriers (personal) often play a role in hindering an employee's advancement potential. By examining and setting long-term goals to reduce communication barriers, employees may be able to increase his/her chances of progressing further chosen career path throughout career life (Miller et al., 2022). Communication barriers can sometimes be caused by the structure of the organization, the management's perspective on communication, and the social and cultural differences of the employees. It is very important for the business management to eliminate these differences and disagreements in general for the smooth running of the managing process. Communication disruptions in businesses can also closely affect career management, which is the most important position of the organization. Also effective communication skills expand one's network. It makes it easier to notice, stand out and show itself. At the same time, these skills enable the person to be preferred and prioritized among the majority. Therefore, the level of communication skill affects the career development of the individual positively or negatively (Dumitru & Voinea, 2015). Following the literature, more specifically, this study studies to address the following research question:

RQ1: Is there a relationship between communication barriers and career management variables? If so or which role do demographic factors play in this relationship?

For this purpose, a survey has been performed in order to see to what extent does communication and communication affect the progress of

the individual on the career process and how the perceptions of communication barriers and career management may differ in terms of demographic characteristics of the employees. For gaining insights about the proposed relations between the variables of the study, initially a literature review was performed and a conceptual framework was provided. Then the research methodology of the study was explained and the results of the survey were discussed.

2. Literature review and conceptual framework

Communication has different definitions in many different fields. For example, the concept of communication is defined as the process of conveying information, feelings and thoughts to the other party in written, verbal or non-verbal form (Barton & Riddle, 2022; Joyce & Long, 2022; Liang et al., 2022; Przybyszewska, 2022). According to Bakar, Krimat Shah, Qingyu (2020), communication is defined as 'Communication means the existence of knowledge, learning and understanding in a transitional period'. In particular, it is expressed as the perception of the information passed through the channel by the other party to whom the communication is made. Career management in organizations is an application that is beneficial for both parties in terms of meeting the goals of the organization and the expectations of the employee. The main purpose here is to increase the effectiveness and efficiency of the organization and to keep the motivation and job satisfaction of its employees at a high level. Therefore, career management is an indispensable practice in organizations today. Career management is a form of management that explains the development of human capital, providing information about career, meeting career development needs, career opportunities and how to progress in career (Mohd Zin, 2020; Sugiharti et al., 2021). Career management initiatives supported by organizations pave the way for the professional development of employees (Bagdadli & Gianecchini, 2019). The perception of perceived communication barriers with career management creates a difficult situation for employees. In an organization where there are communication barriers, it is very difficult to make career-related plans and to benefit from the factors that support career development. The negative conditions in the communication channels within the organization constitutes an obstacle to the advancement of the employee in the career ladder. Looking at the studies on this subject, for example, according to Robar (1998), the ability to communicate and work with others is vital. According to the work they have done on engineers, when they cannot communicate, they cannot effectively convey their ideas to others, contribute to group work, or move up the

career ladder that requires greater responsibility. It has been found that engineers who communicate well are more successful in their job search processes and other engineers who have poor communication throughout their careers. According to Bryan et al. (2021), it has been emphasized that if the organizations cannot solve the physical factors that may prevent communication, problems may occur in the careers of the disabled employees. It has been emphasized that career management will have difficulties in terms of regulation. Rudman and Gumbita (1995) drew attention to defensiveness and personality conflicts as barriers to communication. Personality conflicts and lack of organizational skills among employees have the strongest effects on job satisfaction and perceived job productivity. Therefore, communication barriers, which constitute the main factor of personality conflicts and lack of skills, prevent career formation. According to Yusof and Rahmat (2020), they pointed out that verbal and non-verbal communication plays an important role in the smooth progress of the business. Therefore, communication barriers that may hinder the growth of the organization also appear as a factor that prevents employees from focusing sufficiently on career management. According to Michelman (2009), it has been revealed that developing employees' own communication styles in effective communication will help them to advance in career management and their careers. In this respect, the perception of communication barriers by the employee affects the arrangements they can make in their careers. The presence of communication barriers in career management both affects the employee in reaching their goals and objectives and is an obstacle for the organization to achieve its goals. In this direction, the following hypotheses were obtained according to the literature review. Research model has been shown in figure 1.

H1: There is a negative relationship between perceived communication barriers and career management.

In the literature, it was aimed to close this gap in the literature by putting forward these hypotheses according to the absence of the source that the communication barriers of the employees may differ according to demographic variables and at the same time their perceptions in career management may differ according to demographic variables such as age and work experience. It is assumed that communication barriers and career management perceptions differ depending on the age and work experience variables. It is assumed that the reason for this is that age changes may cause differences in the perceptions of individuals or may change over time. Some communication barriers remain valid, especially for older people. Social barriers to effective communication in old age are those resulting from

limitations in using mass media by the elderly. Therefore, it adopts the views of the elderly on communication skills and the ways to communicate with them correctly. In this respect, it is important to evaluate the age issue in terms of career within the organization (Sanecka, 2014). The following hypotheses suggest that the career perceptions and perceived communication barriers of the employees will change in terms of their demographic variables.

H2: Employees' perceptions of career management differs statistically according to demographic variables.

H3: Employees' perceptions of communication barriers differs statistically according to demographic variables.

3. Research methodology

Following sections provide information about the sampling of the study, data measurement methods, demographics of the respondents and data analyses that have been proposed for the evaluation methods.

3.1. Population, Sample and Data Collection Procedure

The research survey has been applied among employees working in different sectors and organizations. The participants worked in sectors such as banking, information technologies, consultancy, e-commerce, public organizations, retailing, education, and manufacturing. Convenience sampling is a non-random sampling method in which the sample to be selected from the population is determined by the judgment of the researcher (Malhotra, 2004). In convenience sampling, data is collected from the population in the easiest, fastest, and most economical way (Aaker et al., 2007; Zikmund, 1997). Kinnear and Taylor (1996) stated that the rate of use of convenience sampling methods in practice is 53%. Questionnaires were sent to participants through Google form and the sample consisted of 265 participants (who worked in sectors banking, information technologies, consultancy, e-commerce, public organizations, retailing, education, and manufacturing) in total for the study. 66% of respondents are women, 32% are men. 46% of the participants are married and 51% are single. It is seen that 15% of the participants are in the 20-26 age range, 39% are in the 27-33 age range, 31% are in the 34-40 age group, and 11% are in the 41 and over age group. Considering the educational status of the participants, secondary school/high school 9%, associate degree 9%, undergraduate 49%, postgraduate 28%, doctorate 1% appears to have formed. 16% of the participants work in the public sector, 10% in the manufacturing sector, 8% in the retail sector, and 58% in other sectors. Work experience, 21% of the participants are in the range of 0-1 years, 32% are in the range of 2-4 years,

17% are in the range of 5-7 years, 9% are in the range of 8-10 years, 16% are in the range of 11 years and above. Working in their current business, 7% of the participants are in the range of 0-1 years, 20% are in the range of 2-4 years, 14% are in the range of 5-7 years, 18% are in the range of 8-10 years, 37% are in the range of 11 years and above.

3.2. Instruments

In the research, a data set consisting of 2 scales and demographic expressions was used, the communication barriers scale consists of 30 statements, the career management scale consists of 8 statements, and the demographic questions consists of 7 statements (see Table 1). The statements in the scale of communication barriers were adapted from the study by Başerer and Demirkaya (2016), while the statements in the scale of career management were adapted from the study by Sturges et al, (2002). The questionnaire, consisting of a total of 45 expressions and 5 likert types (1. Never, 2. Rarely, 3. Sometimes, 4. Usually, 5. Always) and 7 demographic features. The validity and reliability analyze of the communication barriers and career management scales were made, it was found to be 0.80. In addition, items related to the scales are presented below. Since the figures for communication barriers and career management are above 0.7, it can be said that the questionnaire is reliable and acceptable. The results of the study were analyzed with the SPSS data analysis package application.

Table 1. Scale items

Communication barriers items
I am shy when speaking.
I have difficulty talking to someone I meet for the first time.
I pause a lot when speaking.
I avoid eye contact while talking.
I cannot clearly express what I want to say during a speech.
While speaking, I look at another part of the person's face instead of their eyes.
When speaking, I look around rather than looking at the person in front of me.
I speak to the person next to me in a low tone of voice.
I speak very slowly.
During a conversation, I usually sit with my arms folded.
Although I do not know the exact meaning of the word I use while speaking, I use that word. I use long sentences to show myself knowledgeable when speaking.
I like to talk about myself while speaking.

I feel compelled to solve the problem of the person speaking.
I feel the need to repeat my sentences while speaking.
During the conversation, I would like to talk more.
In order to communicate with the person in front of me, I wait for him to speak first.
I like to talk to the other person by giving advice.
When I'm nervous, I project my nervousness to the other person.
Regardless of the subject, I like to make positive or negative criticism while talking.
I focus on a specific part of the conversation rather than the entire conversation.
If the other person makes a mistake, I do not avoid using accusatory language against him.
During the conversation, I joke with whoever is in front of me.
The flashing of the light during a conversation bothers me.
I get distracted quickly when talking in noisy environments.
If there is a topic in my mind during a conversation, I cannot pay attention to that conversation.
When I am busy, I cannot pay attention to the topic being discussed.
The outward appearance of the person I will communicate with in an environment where there are people I do not know is important to me.
Regardless of the topic, I avoid talking to someone I don't like.
I don't give feedback after the other person has spoken.
Career management items
I introduce myself to people who can influence my career.
I can meet with senior management at company socialization meetings.
I connect with people in the fields I want to work in.
I try to be involved in high quality projects.
I get career advice from people even if it's not offered.
I would like feedback on my performance even if not given.
I make sure that I benefit from the work I do.
I inform my manager of my achievements.

Source: Author's own conception based on Başerer and Demirkaya (2016)

The scope and limitations of the research are as follows; It has been applied to managers and employees working in organizations serving in different sectors in Istanbul. The questionnaire was applied to employees and managers working in institutions serving in different sectors due to time and pandemic constraints. Survey results may not be a generalization for all employees. The assumptions of the research are that the participants gave honest and sincere answers to the questionnaire applied to collect the data.

4. The study results

After the reliability analysis of the variables, Pearson correlation analysis was performed to examine the relationships between communication barriers and career management. Descriptive statistics and correlation analysis results are shown in Table 2.

Table 2. Descriptive statistics and correlation analysis

Variable	M	SD	1	2
1. Communication Barriers	3.92	.88		-229*
2. Career Management	3.03	1.02	-229*	

Source: Author's own conception

According to the results of the correlation analysis, the variables are significantly and negatively related to each other. It was found that the employees' perceived communication barriers has a significant negative and weak correlation with career management ($r = -.229$, $p < 0.05$). Thus, Hypothesis 1 is supported. Moreover, in this study, it is suggested that the communication barriers perception of the participants impact their career management. Examining the impact of barriers on career management as the dependent variable, regression analysis was applied.

Table 3. Regression analysis

Variable	β	Std. Error	t/P
(Constant)	1.14	.13	11.65/ .000*
Comm. Barriers	-.186	.02	14.25 /.000*
R = .371; R 2 = .258; F = 265.67 Dependent Variable: Career Management *p < .05.			

Source: Author's own conception

The result of regression analysis showed that perceived communication barriers had a negative and significant impact on the level of employee career management ($\beta = -.186$, $p < .05$, $F = 265.67$). In this regard, 26% of employee career management can be explained by perceived communication barriers as presented in Table 3. In sum, it can be stated that perceived communication barriers have significant explanatory power over employee career management.

T-test analysis was performed for age, and work experience. No significant differences were found for the other demographic variables in

terms of employee communication barriers and career management with a 95% confidence interval. The age variable consisted of 3 categories; however, there should be more than 30 people in a group to increase its representation power. For this reason, the categories of 34-40 years and 41 years and above were combined as a single group. Since the age variable fell into 3 groups, the one-way Anova Test was performed. According to the results, there were significant differences between career management with relation to age, which was categorized into three different levels in the questionnaires as 20-26, 27-33, and 34+. As presented below in Table 4, significant differences were found on the career management mean scores between age groups with a mean score of 3.47, 3.19 and 3.25 (p=0.026). Career management scores of participants who aged between 20-26 (M=3.47) were higher than participants who aged between 27-33 (M=3.19) and participants who aged 34+ (M=3.25). Additionally, the results indicated that no significant differences were found on the perceived communication barriers mean scores between age groups.

Table 4. Age and career management summary

Age		**N**	**Mean**	**Std. Deviation /Std. Error Mean**
20-26		46	3.47	1.15 / .162
27-33		102	3.19	1.13 / .123
34+		113	3.25	1.22 / .117
ANOVA Test	Sum of Squares	df	Mean Square	F Sig.
Between Groups	8.247	2	3.277	3.120 / 0.015
Within Groups	324.57	262	1.605	
Total	314.04	265		

Source: Author's own conception

In addition, employees who were working 11 years and more (M= 3.82, SD= 1.24) had a marginally significant higher means for their career management than the employees who were working 10 years and less (M= 3.16, SD= 1.29), t(229)= -.25, p= .05).(Table 5).

Table 5. Independent sample t-test for work experience

		N	Mean Std. Deviation	t- value	p value
Career Management	**Having experience 10 years and less**	168	3.16 1.29	-2.55	.05
	Having experience 11 years and more	97	3.82 1.24		

Source: Author's own conception

According to the finding of t-test and ANOVA test, H3 is not supported since employees' perceptions of communication barriers showed no significant difference statistically according to work experience variables. In addition, H2 is partially supported since employees' perceptions of career management significantly differed according to only age and work experience variables.

5. Discussion

Communication is an indispensable element in organizations and with the increasing competitive conditions, the success of the enterprises is only possible with the establishment and management of advanced communication networks. In these networks; structural and physical, psychological and social or organizational problems may occur (Lunenburg, 2010) These communication barriers concern all members of the organization, especially employees and managers. It exists as a condition that enables the competitive advantage and survivability of the organizations in the sector. It should not be ignored that big problems can occur in organizations where there is a lack of communication. A smooth, open, and transparent communication is an element that every organization needs. Communication, whether formal or informal, should be supported in all types of organizations. For the realization of the goals and objectives of the organizations, it is necessary to strengthen the communication within the organization and to make appropriate strategies and policies. It is important for organizations to follow the practices that will support communication,

together with revealing the compatibility of communication with the organizational structure. In organizations that can solve the lack of communication, both managers and employees should strive to eliminate communication barriers to ensure the continuation of the success brought by communication skills.

Considering the previous research, there are studies that show that there are important effects on the career development of employees in the absence of factors that prevent communication, mostly open communication. So, Career management has crucial communicational aspects (Markaki et al., 2013). According to the study carried out by Chepkemoi et al. (2020), organizations have concluded that the highest level of open communication they can provide will affect the development of organizational citizenship behaviors of employees and their career development positively. Reducing the factors that hinder communication within the organization will both support open communication and enable employees within the organization to better shape their career management. According to the study by Bahniuk (1996), it is to determine to what extent communication support and communication channels (in and out of the workplace) contribute to career success. Career success can be enhanced when the employee uses both formal and informal relationships, receives ample business feedback and key organizational information, and has multi-channel access to key information sources. According to the study, it was concluded that the continuity of career success is ensured in organizations where communication barriers are minimized and career management also affects more positively. According to the other studies carried out by Markaki et al. (2013), career management and communication management are related to organizational resources and elements.

Moreover, communications management and organizational "resources" can lead an organization to success for a higher level of expertise. Steps should be taken to reduce the negative relationship between career management and communication barriers with the use of organizational resources. Thus, all the negativities that may arise between the two variables will be blocked. Career management has important communicative aspects. Resolving these communicative aspects, i.e. removing or minimizing communication barriers, will benefit both the employee and the organization. In the study of Indrasari et al. (2019), organizational communication is a vital tool in creating collaboration among employees to help each other, keep each other, and influence their interactions, which in turn encourages employees to do their jobs right. Therefore, it has been determined that career management will be affected

positively in organizations with organizational communication and negatively in organizations with communication barriers. It is emphasized that with the elimination of communication barriers, employees will both contribute actively to career management and affect the performance of the employee. Moreover, Kurşuncu et al. (2019) concluded that communication barriers affect the job satisfaction of employees negatively and lead to uneasiness and unhappiness in the workplace. When a person is unskilled at communicating clearly, it can cause confusion. In the worst cases, it can cause tension in the workplace and also negative career management (Van Rensburg, 2021). Making fun of, imitating and not empathizing with the disabilities of disabled employees, inability to establish an effective dialogue with other employees, lack of direct communication, and unfairness have emerged as important communication barriers. If communication barriers can be overcome, it is foreseen that there will be a more pleasant work environment and the expected job satisfaction will be achieved. It is seen that the low job satisfaction within the organization results in significant negative effects on the career decisions of the employees.

In this respect, it is assumed that minimizing the negative outcomes of communication barriers will enable employees to become more effective in their career management. Some communication barriers remain valid, especially for older people. Social barriers to effective communication in old age are those resulting from limitations in using mass media by the elderly. Therefore, it adopts the views of the elderly on communication skills and the ways to communicate with them correctly. In this respect, it is important to evaluate the age issue in terms of career within the organization (Sanecka, 2014). There has been a study showing that the age variable is effective in communication barriers. Likewise, the fact that age is an obstacle to communication has a significant impact on career life, where communication is necessary. Therefore, considering the negative relationship between communication barriers and career management, it is revealed that demographic factors affect this relationship negatively. According to large-scale studies, it has been proven because of research that there is a negative relationship between communication barriers and career management. Communication barriers can be expressed as the common point of studies, which is a concept that accelerates the decrease in the efficiency and effectiveness of many organizational and managerial activities within the organization. It has been revealed that the existence of elements that will prevent communication within an organization both causes negative consequences in the perception of the messages between the parties, and that the employees' inability to communicate sufficiently is an obstacle to the way in which individuals will shape their careers. When there is a perceived

communication barrier within the organization, it not only leads to the uncertainty of the steps to be taken by the employees regarding their careers, but also the communication barriers reveal other negative outcomes. If there is a communication barrier perceived by the employee, it is an inevitable fact that it brings with it negative effects on other organizational outputs such as job satisfaction, organizational commitment, and motivation etc. In this direction, the fact that the communication barriers perceived within the organization are not related to the demographic characteristics of the employees is not in question in a working environment where there are communication barriers. For this reason, the demographic characteristics of the employees do not have a say in the career management uncertainty that may arise as a negative outcome of perceived communication barriers. As a result, it is concluded that career management practices are negatively affected in environments where there are communication barriers, but it is a result of the study that career management of employees can be better shaped in work environments where there are no communication barriers.

6. Conclusion

Communication is both a necessity and a necessity for human beings. Individuals convey their feelings and thoughts to each other by communicating. Communication is an indispensable part of individuals' lives. Minimizing communication barriers will enable human resources professionals to design better career management processes for employees and to be effective and efficient in career management processes by removing communication barriers perceived by employees. At the same time, the conceptual model created will add value to the work in terms of creating importance and value for managers and professionals, shedding light on how employees should be managed, and bringing effectiveness and efficiency for organizational success.

The aim of this research is to analyze the impact of perceived communication barriers on career management and demographic variable's role in this relationship. The data of the study has been collected from various sectors and organizations in Istanbul, Turkey. Given the results of the hypothesis, It was found that the employees' perceived communication barriers has a significant negative and weak correlation with career management. Thus, Hypothesis 1 is supported. The result of regression analysis showed that perceived communication barriers have a negative and significant impact on the level of employee career management. In this regard, 26% of employee career management can be explained by perceived communication barriers. H2 is not supported since employees' perceptions of communication barriers showed no

significant difference statistically according to demographic variables. In addition, H3 is partially supported since employees' perceptions of career management significantly differed according to only age and work experience variables. These results show that perceived communication barriers have a negative effect and correlation on career management in addition to not having differences in terms of the demographic variables.

7. Managerial Implications

According to the results of the current study, there are some practical implications for the organizations. As mentioned before, perceived communication is more likely effective in the organizations where communication channels are more clear. Therefore, to increase or optimize the performance of teams, managers of the corporations in the firms, organizations should focus on:

- Firstly, organizations should carefully observe the employees. As mentioned before, observing, and analyzing the employee's behavior towards anything in the firms should be looked in depth. Because these steps can increase the quality of the communication both in groups and organizations with others. As communication becomes healthier, its efficiency will increase for individuals to exhibit high performance, and it will facilitate organizations in reaching their goals and objectives.
- Secondly, the organizations must give importance on the meaning and impacts of the ideas in the firms. Developed communication networks within the organization will bring organizational commitment and organizational trust of employees. For this reason, every step taken to ensure that communication channels are open will bring organizational efficiency.
- Further, organizations must evaluate each experience in the corporation and analyze communications barriers well for better career management. By doing so, it will enable its employees to advance on the career ladder without encountering communication barriers.
- Finally, it should be considered that these communication barriers are common among the organizations that cause different kinds of problems. So, as far as organizations can, communications barriers should be minimized.

8. Limitations and Further Research Suggestions

Although this study sheds additional light on perceived communication barriers in career management, it is not without its limitations. One of the limitations of this study was the low number of male participants.

In future studies, it can be noted that male participants could be more. Employee diversity can be achieved by adding more participants in different sectors in the studies to be carried out. The results described in this study might be examined with larger samples, to develop more conclusive evidence of generalizability (Alinaghian & Goli, 2017; Goli et al., 2019, 2021; Goli & Keshavarz, 2021; Goli & Malmir, 2020; Goli & Mohammadi, 2021). Because respondents may be not sure to express their feelings only depending on the likert system and as Gamage et al. (2022) emphasized, collecting such data necessitates meticulous ethical consideration. Another limitation was lack of evaluation of generational differences of all participants. In this direction, it is recommended to examine the effects of the relationship between the variables on generations by ensuring that the number of female and male participants is more in future studies. Due to the popularity of the studies on generations, it can be researched to examine the variables and to what extent the demographic factors of the employees included in various generations can affect communication barriers and career management. The next study may change the applied research methods by grouping men and women. It can be pointed out how the temporal effect plays a role on the variables in studies to be carried out within certain times. It is recommended that future studies pay more attention to communication barriers, career management and divide the participants to male and female groups to better understand the perceived communication barriers in the organizations.

It is also suggested that religious and cultural beliefs as well as perceived communication barriers can be evaluated in the participants by involving other sectors for the future research. While examining the relationship between communication barriers and career management, comparisons between sectors can be examined. Comparative results can be obtained especially by including employees in the private and public sectors. In this direction, it can be examined as the production of solution alternatives for each of the communication barriers. Instead of the quantitative methods used in the research, qualitative methods can be used, and in-depth interviews can be conducted. Published research from other countries is needed for a more comprehensive global picture. Further research in this subject is recommended to better explain the communication barriers and career management relationships among future participants. For future studies of perceived communication barriers and career management relationships in organizations, specifically, questions can been asked including:

- How can communication barriers perceived by individuals working in organizations affect the cognitive, emotional, and behavioral dimensions of the individual within the organizational structure?
- Does the failure of career management mechanisms within institutions arise due to perceived communication barriers within the organization?
- What steps will organizations take to carry out career management processes in a healthy way, and communication barriers will be overcome?
- What kind of practice do employees from different generations put into practice in case of perceived communication barriers and career management mechanisms in organizations whether they work or not?
- What are the practices that can eliminate communication barriers due to organizational structures due to the complexity of the organizations and the large number of employees?

Lastly, it can be concluded that the implementation of activities that can prevent communication barriers in businesses will contribute to both the organization and the individual. With the implementation of the applications, human resources managers can prevent communication barriers that will hinder the career development of employees. When various strategies and policies are used, it is suggested that career-related problems within the organization can be solved with more correct and effective ways

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