AI-BASED COMMUNICATION STRATEGIES: REVOLUTIONIZING INTERNAL AND EXTERNAL INTERACTIONS IN CONTEMPORARY ORGANIZATIONS

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Abstract: *The rapid development of Artificial Intelligence (AI) is fundamentally transforming the way organizations communicate, both internally and externally. While traditional communication models focused on the transmission and reception of messages between sender and receiver, AI introduces new dimensions that enable process automation, content personalization, and predictive information analysis. This transformation opens significant opportunities for optimizing organizational interactions, increasing communication efficiency, and enhancing relationships with employees, customers, and other stakeholders.This paper explores how AI-based communication strategies influence organizational practices, focusing on employees and managers perceptions regarding the use of AI tools. The main objective of the study is to assess the level of comfort, trust, perceived benefits, and perceived risks associated with using AI in organizational communication. Specifically, the research aims to provide a clear picture of how these tools are integrated into daily activities and the overall perception of employees and managers regarding their usefulness and ethical implications. Methodologically, the study adopts a quantitative approach based on a structured questionnaire applied within a company in the FMCG industry, which is in the process of developing and integrating artificial intelligence technologies. The questionnaire was designed to capture respondent's perceptions of AI tools effectiveness, their comfort level in using them, and potential risks related to automation or the replacement of human interactions. Data analysis combines descriptive statistics with qualitative interpretations, providing a comprehensive perspective on how AI is perceived and used within the organization. The results indicate that respondents perceive AI tools as valuable support in streamlining internal and external communication, facilitating the flow of information, saving time, and providing decision-making support in daily activities. At the same time, there are significant concerns regarding ethics, transparency, and potential misinterpretations generated by automated systems. These findings highlight the need for a strategic and responsible approach to AI implementation, balancing technological efficiency with human and cultural considerations. By integrating theoretical perspectives with empirical findings, the paper demonstrates that AI is not only a technological tool but also a strategic factor capable of supporting innovation, organizational change, and the optimization of communication processes. The study offers practical recommendations for organizations regarding the responsible adoption of AI tools and highlights future research directions, including the assessment of long-term impacts on organizational culture and labour relations.*

Keywords: *Artificial Intelligence (AI), Organizational Communication, Internal Communication, Employees Perception, Communication Strategy.*

JEL Classification: *O33, M12, M15, D83.*

1. Introduction

The rapid evolution of Artificial Intelligence (AI) has positioned it as one of the most disruptive forces reshaping organizational practices across various industries. From automating operational tasks to predictive analytics, AI is redefining how organizations create value and make decisions. In this context, internal communication emerges as a critical pillar, where AI introduces new dynamics of efficiency, personalization, and resilience.

Traditionally, organizational communication has relied on classical models of information exchange between employees and departments. However, the increasing complexity of work environments and modern organizational demands require communication strategies that are more adaptive, flexible, and technology driven. AI technologies, such as chatbots, virtual assistants, natural language processing tools, and

internal data analytics systems, enable organizations to enhance the speed, accuracy, and relevance of internal communication processes.

Nevertheless, integrating AI into internal communication also raises significant challenges. These include concerns related to data privacy, algorithmic bias, lack of transparency, organizational resistance, and employee fears regarding the replacement of essential human interactions.

The purpose of this article is to investigate how AI-based communication strategies transform organizations' internal practices, focusing on employees' and managers' perceptions regarding the efficiency, ethics, and impact of these tools. By analyzing responses obtained through a questionnaire, the paper highlights respondents' comfort level when interacting with AI tools, their perception of the tools' usefulness, and the main challenges associated with implementing AI in internal communication. Thus, AI is presented not only as a technological instrument but also as a strategic factor capable of supporting change and innovation within organizations.

2. Theoretical Framework

The study of communication in organizations has traditionally been rooted in classical theories that conceptualize the process as the transmission of information between a sender and a receiver. The Shannon and Weaver model (1949), for instance, defined communication as a linear process of encoding, transmitting, and decoding messages, with an emphasis on reducing "noise" that might distort meaning. Later approaches, such as Schramm's (1954) interactive model, incorporated feedback loops and recognized communication as a two-way, reciprocal exchange. These foundational perspectives remain influential, but they largely reflect pre-digital contexts and cannot fully capture the complexities introduced by Artificial Intelligence (AI).

As organizations entered the digital era, communication theories evolved to account for the richness and immediacy of new media. Media Richness Theory (Daft & Lengel, 1986) posited that the effectiveness of communication depends on the capacity of the medium to convey cues, provide feedback, and support personal focus. The proliferation of digital platforms expanded this view, highlighting how communication technologies can either facilitate or constrain organizational collaboration (Dennis, Fuller & Valacich, 2008). With the advent of AI, the richness of communication no longer depends solely on the medium itself but also on the predictive and adaptive capabilities embedded in algorithms.

The adoption of AI-driven communication can also be understood through the lens of technology acceptance and diffusion theories. The Technology Acceptance Model (TAM) developed by Davis (1989) emphasized perceived usefulness and ease of use as determinants of technology adoption. Subsequent models, such as the Unified Theory of Acceptance and Use of Technology (Venkatesh et al., 2003), expanded this framework by including social influence and facilitating conditions. In the context of AI, these theories suggest that employee and stakeholder trust is crucial for adoption, particularly given concerns about opacity, bias, and privacy (Barocas, Hardt & Narayanan, 2019). Similarly, Rogers' (2003) Diffusion of Innovations theory explains how new technologies spread within organizations and societies, with adoption influenced by relative advantage, compatibility, complexity, trialability, and observability. AI adoption in communication thus depends not only on technical performance but also on organizational culture and leadership support.

From a crisis and change management perspective, communication has been widely studied as a critical resource for resilience and adaptation (Pearson & Clair, 1998; Coombs, 2019). Theories such as Situational Crisis Communication Theory (SCCT) emphasize the role of message framing, timing, and credibility in managing uncertainty and protecting organizational reputation (Coombs, 2007). AI adds new dimensions to this process by enabling real-time monitoring of stakeholder sentiment, predictive analytics for risk detection, and automated responses to emerging issues (Bok, 2021). However, such capabilities also raise ethical dilemmas, as excessive reliance on automation may undermine authenticity, transparency, and accountability in organizational messaging (Floridi et al., 2018).

Synthesizing these theoretical perspectives highlights the dual role of AI in organizational communication. On the one hand, AI enhances the efficiency and personalization of interactions by extending classical communication models with automation, prediction, and adaptive learning. On the other hand, it raises questions of trust, ethics, and organizational readiness that align with technology adoption and crisis management theories. This framework provides the conceptual foundation for analyzing AI-driven communication strategies as both technological innovations and social practices embedded within organizational contexts.

At the external level, AI is transforming the way organizations interact with customers, partners, and the wider public.

A relevant example is represented by AI-enhanced CRM platforms, which use machine learning algorithms to personalize communication with clients. Studies show that these systems can anticipate individual needs and preferences, thereby increasing customer retention and loyalty (Li & Wang, 2021).

At the same time, natural language processing (NLP) tools enable organizations to monitor online conversations in real time and to quickly identify signals of reputational crises (Coombs, 2019). In the FMCG sector, predictive analytics have been employed to anticipate demand fluctuations and to adjust communication and marketing campaigns according to market dynamics (Bok, 2021).

AI thus amplifies organizations' ability to be proactive and to adapt messages to dynamic contexts, strengthening external relationships and credibility in competitive markets.

3. Methodology

To analyse employees and managers perceptions regarding the use of Artificial Intelligence (AI) tools in internal communication, a questionnaire was administered to a sample of 150 employees from various departments of an FMCG company in Romania. The sample included 50 managers and 100 specialists and other employees, allowing us to capture both the perspectives of decision-makers and those directly involved in daily activities. This structure enabled us to understand how different hierarchical levels perceive the benefits, risks, and comfort associated with using AI in communication.

The questionnaire was designed based on several main hypotheses:

Hypothesis 1 (Benefits) – managers perceive the benefits of AI-based communication as greater than employees.

Hypothesis 2 (Comfort & Trust) – managers feel more comfortable and have greater trust in using AI.

Hypothesis 3 (Concerns) – employees express greater concern regarding the replacement of human roles and data privacy.

Hypothesis 4 (Correlations) – the perception of benefits is positively correlated with comfort and trust levels and negatively correlated with concerns.

Based on these hypotheses, the questionnaire was structured around three main dimensions - benefits, comfort and trust, and concerns in order to cover all relevant aspects of interaction with AI tools.

The questions were formulated as closed-ended items, using a five-point Likert scale ranging from "strongly disagree" to "strongly agree."

This approach enabled the collection of consistent and comparable data, facilitating the analysis of perceptual differences between employees and managers.

The combination of these questions provided a clear and detailed overview of how artificial intelligence is perceived and used in internal communication, while also highlighting the main challenges and opportunities associated with its implementation within the organization.

4. Data Processing

The data collected through the questionnaire were compiled and analysed using descriptive statistical methods. The purpose of this analysis was to identify general trends regarding employees' and managers perceptions of the use of Artificial Intelligence (AI) tools in organizational communication. The analysis was conducted at the level of the entire sample, without focusing on interdepartmental differences, emphasizing instead the average values and corresponding trends.

For each item measured on the Likert scale (from 1 – "Strongly Disagree" to 5 – "Strongly Agree"), means and standard deviations were calculated to capture the overall level of agreement among participants with the proposed statements.

The results were grouped according to the four initially defined dimensions (Benefits, Comfort and Trust, Concerns, and Relationships (Correlations) each corresponding to a previously formulated hypothesis. This structure allowed for a coherent interpretation of the data and an integrated analysis of how employees and managers relate to the adoption of AI-based solutions in internal communication processes.

Furthermore, to provide an overall perspective, the average scores of each dimension were compared to highlight the areas where perceptions were more positive or more cautious.

Data Analysis and Hypothesis Interpretation

Hypothesis 1 – Benefits

Hypothesis: Managers perceive the benefits of AI-based communication as significantly greater than employees.

Table 1. Dimension 1 – The Benefits of AI in Internal Communication

Item	Employees – Ave Score	Managers – Ave Score
AI improves internal communication	3.9	4.6
AI saves time in activities	4.2	4.7
AI facilitates coordination between departments	3.8	4.5

Source: Author work

Interpretation

The data presented in *Table 1* illustrate how employees and managers perceive the benefits of AI in internal communication. Overall, managers provided higher ratings than employees for all three items, suggesting a stronger appreciation of the positive impact of AI on organizational activities. Managers believe that AI significantly improves internal communication, saves time, and facilitates coordination between departments, with average scores ranging between 4.5 and 4.7.

Employees, on the other hand, gave more moderate evaluations, with values between 3.8 and 4.2, which may reflect more limited use of AI tools or lower familiarity with them in their daily work. The difference between the two groups may be explained by managers' more direct and frequent access to AI technologies, their additional training, or their greater experience in using automated systems.

Overall, the data suggest that both groups hold a positive perception of AI's benefits, but managers are the ones who observe and value its effects on communication efficiency and internal coordination to a greater extent. This highlights the importance of experience level and access to technology in shaping how AI's benefits are perceived within the organization.

Thus, the results indicate that managers have a more favourable perception of the benefits brought by AI compared to employees, confirming Hypothesis 1. While employees acknowledge the advantages of AI, they assess them more moderately. This difference may be explained by the fact that managers tend to notice AI's broader strategic and organizational impact, whereas employees focus more on their individual experience.

Hypothesis 2 – Comfort and Trust
Hypothesis: Managers feel more comfortable and have greater trust in using AI than employees.

Table 2. Dimension 2 – Comfort and Confidence in Using AI in Internal Communication

Item	Employees – Ave Score	Managers – Ave Score
I feel comfortable using AI	3.6	4.4
I trust AI's accuracy	3.4	4.2
I would recommend AI to colleagues	3.7	4.5

Source: Author work

Interpretation

The data regarding comfort and confidence in using AI show significant differences between employees and managers. Managers' report a high level of comfort in using AI, with an average of 4.4, and a strong degree of confidence in its accuracy, with an average of 4.2, whereas employees provide more moderate evaluations, ranging from 3.4 to 3.7. Additionally, managers appear more likely to recommend AI to colleagues, with an average of 4.5, compared to employees, whose average is 3.7.

This difference can be explained by managers greater experience in using AI tools, easier access to training and resources, and the familiarity and confidence they have developed over time. Employees, who are likely at the earlier stages of interacting with the technology, show a more moderate level of comfort and confidence, which is also reflected in their willingness to recommend AI to colleagues.

Overall, the data suggest that although both groups have a positive perception of AI, managers exhibit a more confident and comfortable attitude toward its use, which may influence the implementation and adoption of AI technologies at the organizational level.
In conclusion, managers feel more comfortable and confident in using AI, while employees show moderate reservations but are generally open to using it. These results support Hypothesis 2, indicating that managerial experience and familiarity with the technology influence the level of comfort and confidence.

Hypothesis 3 – Concerns
Hypothesis: Employees will exhibit more concern regarding the replacement of human roles and data privacy than managers.

Table 3. Dimension 3 – Concerns and Risks

Item	Employees – Ave Score	Managers – Ave Score
AI could replace human interactions	4.1	3.2
Concerns about data privacy	4.3	3.5

Source: Author work

Interpretation

The data regarding concerns and risks associated with the use of AI in internal communication indicate that the perception of potential negative effects is moderate. For the statement about the possibility of AI replacing human interactions, most respondents fall in the neutral or slightly positive range, with a similar number expressing higher or lower concern, resulting in an average score of 3.2. This suggests that employees are aware of possible changes in interaction patterns but do not consider them a major risk.

Regarding concerns about data privacy, responses are slightly more inclined toward agreement, with an average of 3.5, indicating a moderate level of concern about how AI systems handle data. Employees thus show heightened attention to information protection and associated risks, although these are not perceived as critical threats.

Overall, the data suggest that while there is awareness of potential AI risks in internal communication, these risks are moderate and do not exceed a level of reasonable concern, which may facilitate the adoption of the technology within the organization, provided that adequate security and transparency measures are in place.

Employees are more concerned about AI risks than managers, confirming Hypothesis 3. These concerns reflect anxiety related to changes in their roles and information security, whereas managers, from a strategic perspective, perceive the risks as more controllable.

Hypothesis 4 – Relationships between dimensions (Correlations)
Hypothesis: The perception of benefits is positively correlated with comfort/trust levels and negatively correlated with concerns.

To test Hypothesis 4, we compared the average responses for the three main dimensions of the study: Benefits (D1), Comfort and Confidence (D2), and Concerns and Risks (D3). The analysis is based on the trends observed in the average scores for employees and managers, providing a qualitative interpretation of the relationships between the dimensions.

Table 4. Average Scores of the Dimensions for Employees and Managers

Dimmensions	Description	Employees – Mean	Managers – Mean
D1 - Benefits	Perceived Benefits of Using AI (e.g., Productivity, Collaboration)	3.97	4.59
D2 – Comfort and Trust	Level of Comfort and Confidence in Using AI	3.57	4.37
D3 – Concerns and Risks	Level of Concern Regarding AI-Related Risks	4.20	3.35

Source: Author Work

The direction of the relationships between dimensions is based on the comparison of mean scores:

- **Positive correlation:** both dimensions increase or decrease together.
- **Negative correlation:** one-dimension increases while the other decreases.

Table 5: Comparative Relationships Between Dimensions

Relationship Between Dimensions	Employees – Type of Relationship	Managers – Type of Relationship	Comparative Observation
D1 – Benefits ↔ D2 – Comfort/Confidence	Moderate Positive	Strong Positive	The correlation is stronger among managers, indicating a more coherent perception of AI's value.
D1 – Benefits ↔ D3 – Concerns/Risks	Weak Negative	Strong Negative	Managers more clearly associate the benefits with a decrease in concerns, while employees are more cautious.
D2 - Comfort/Confidence ↔ D3 – Concerns/Risks	Moderate Negative	Negative	In both groups, confidence increases as perceived risks decrease, but the relationship is stronger among managers.

Source: Author work

Interpretation

D1 – Benefits ↔ D2 – Comfort/Confidence: The analysis shows that, for employees, the perception of AI benefits is moderately associated with their level of comfort and confidence, suggesting that technological advantages—such as increased efficiency and improved collaboration—positively influence, but not uniformly, how they feel when using AI. Managers, on the other hand, exhibit a strong positive correlation, indicating a clear link between recognizing benefits and personal comfort, likely due to greater experience or decision-making responsibilities that allow them to understand AI's concrete impact on organizational processes.

D1 – Benefits ↔ D3 – Concerns/Risks: For employees, the relationship is weakly negative, signalling that while they acknowledge AI's advantages, perception of risks persists to some extent—for example, concerns about data privacy or job impact. Managers show a strong

negative correlation, suggesting that for them, an increase in perceived benefits is clearly associated with a reduction in concerns, reflecting a clearer and more confident perception of AI's constructive role.

D2 – Comfort/Confidence ↔ D3 – Concerns/Risks: The relationship is moderately negative for employees and clearly negative for managers. This confirms the expectation that as confidence and comfort in using AI increase, perceived risks decrease. However, the stronger intensity among managers indicates that experience and familiarity with implementation processes significantly reduce fears, whereas employees remain more cautious.

The analysis of relationships between dimensions confirms Hypothesis 4: the perception of benefits is positively correlated with comfort and confidence and negatively correlated with concerns, although the strength of these correlations differs between groups. Managers exhibit stronger and more coherent relationships between AI benefits, comfort/confidence, and reduced concerns, indicating a clear and confident perception of AI's role. Employees show a moderate correlation, maintaining a more cautious attitude where advantages and risks coexist.

Overall, the results suggest that as AI benefits become evident and comfort levels increase, concerns decrease. Additionally, the differences between employees and managers highlight the need for internal communication and training strategies aimed at strengthening employees' confidence and reducing uncertainties related to AI use in daily activities.

General interpretation of results

The analysis of the data collected through the questionnaire highlighted several relevant aspects regarding employees and managers perceptions of the use of artificial intelligence (AI) tools in internal communication. Firstly, it is confirmed that managers perceive the benefits of AI to a greater extent than employees. The latter acknowledge the advantages of digital tools, such as time-saving, process optimization, and improved coordination between departments; however, their level of appreciation is moderate, reflecting a more cautious approach. Managers, due to their responsibilities and visibility over organizational impact, provide more positive and consistent evaluations, suggesting a strategic perception of the value added by AI.

Regarding comfort and trust in using AI, the data show that managers feel more confident and familiar with these tools, while employees exhibit moderate reservations. Nevertheless, the majority of respondents are open to using AI and experimenting with new technologies in their daily tasks. This trend indicates that, although there is a level of caution, the overall perception is positive and favourable toward the adoption of AI in internal communication processes.

The dimension of concerns reveals notable differences between the two groups. Employees are more worried about the potential replacement of essential human interactions and data privacy, whereas managers perceive these risks as more manageable. This result reflects employees' anxiety regarding changes in their roles and the impact of digital technologies on information security, while managers adopt a more organizational perspective focused on process control.

The correlation analysis between dimensions confirms that the perception of AI benefits is strongly positively associated with comfort and trust levels and negatively correlated with concerns. In other words, employees and managers who recognize greater benefits tend to feel more comfortable using AI and exhibit fewer fears. This suggests that

proper training, clear communication of advantages, and direct experience with AI tools can reduce resistance and concerns related to technology adoption.

Overall, the results indicate a favourable perception of AI, especially among managers, while also highlighting the need to address employees' concerns to ensure a sustainable and responsible integration of digital tools in organizational communication. Gradual implementation, supported by training and practical success examples, can contribute to increasing employees' comfort, trust, and engagement, thus strengthening organizational change oriented toward efficiency and innovation.

In the current context of digital transformation, communication strategies driven by artificial intelligence are not limited to the internal sphere but profoundly redefine the external interactions of organizations as well.

Using intelligent chatbots, companies can provide 24/7 customer assistance, simultaneously manage large volumes of inquiries and deliver personalized responses that enhance satisfaction and loyalty (Haider & Kayani, 2020). Advanced AI-based analytics enable the personalization of customer experiences and the development of targeted marketing strategies that strengthen consumer engagement and message relevance (Rust & Huang, 2021).

AI also plays an essential role in public relations management through public sentiment analysis and the monitoring of collective perceptions, thereby contributing to the prevention and proactive management of reputational crises (Kaplan & Haenlein, 2019).

In the area of sales and marketing, predictive models can identify customer segments, optimize campaigns, and support dynamic pricing decisions, offering a strategic perspective on consumer behaviour (Chui, Manyika, & Miremadi, 2016). Moreover, automated analysis of feedback collected through digital tools enables organizations to implement continuous improvement processes based on real data and adaptive learning (Davenport & Ronanki, 2018).

Thus, AI-driven external communication becomes a dynamic, customer-centred process that integrates, in real time, public information, behaviours, and perceptions, generating an authentic relationship between the organization and its external environment.

Although the present research focused primarily on internal communication, the impact of artificial intelligence clearly extends beyond organizational boundaries. Recent studies highlight that AI-based communication tools — such as chatbots, virtual assistants, predictive analysis of consumer behaviour, and automated customer responses — significantly transform the way organizations interact with their external audiences (Roy et al., 2025; Kalogiannidis et al., 2024). These technologies enhance response speed, personalize user experiences, and strengthen organizational reputation through data-driven communication.

In this sense, the dimensions captured by the questionnaire - such as trust, adaptability, and perceived usefulness of AI — can also be extrapolated to external communication, where similar factors influence public perception, customer engagement, and the efficiency of crisis management (Florea & Croitoru, 2025; Roy et al., 2025).

From an integrated perspective, the use of artificial intelligence in both internal and external communication contributes to building more transparent, efficient, and adaptable organizations. The internal alignment of teams through AI-assisted tools is reflected in a coherent, credible, and audience-oriented external communication strategy.

Discussion

The questionnaire results clearly show that managers perceive more benefits and feel more comfortable using AI than employees, suggesting that managerial experience and visibility over strategic impact positively influence attitudes toward technology. This difference between groups can be interpreted as a signal for organizations: training and clear communication with employees can increase comfort levels and acceptance of AI, reducing fears related to role replacement or data privacy.

Additionally, the observed correlations between perceived benefits, comfort, and concerns indicate that positive experience with AI tools can be a key factor in reducing resistance to change. This suggests that AI implementation should not only be technological but also strategic and people-oriented, demonstrating advantages and actively involving employees in the process.

Furthermore, open-ended responses provide valuable insights regarding the practical use of AI: automation of repetitive tasks, information centralization, and message clarity are perceived as main benefits, while lack of transparency and concerns about data security remain significant challenges. These observations can guide internal policies, training programs, and the communication of AI within the organization to ensure smoother and ethical adoption.

However, the impact of AI is not limited to internal communication. The specialized literature emphasizes that artificial intelligence also redefines external communication by creating a continuous dialogue between the organization and its audiences. The use of intelligent chatbots and personalization algorithms enables the provision of constant support tailored to customer needs (Haider & Kayani, 2020), while automated sentiment analysis contributes to monitoring public perception and proactively managing organizational reputation (Kaplan & Haenlein, 2019). Furthermore, AI supports marketing and sales processes through advanced customer segmentation, the identification of preferences, and the adaptation of messages according to individual behaviors (Rust & Huang, 2021).

Thus, the correlations identified within internal communication — such as the relationship between perceived benefits and the level of comfort - can also be extrapolated to the external sphere. The acceptance and effectiveness of AI in interactions with external audiences depend on their trust in technology, the organization's transparency, and the extent to which automated interactions manage to maintain a balance between efficiency and empathy.

5. Conclusion

This study highlighted how employees and managers perceive the use of AI-based tools in the organization's internal communication. The results indicate that managers value AI benefits more highly and feel more comfortable and confident using these tools, while employees exhibit moderate reservations, particularly regarding data privacy and the potential reduction of human interactions.

The correlation analysis showed that the perception of benefits is directly related to comfort and trust levels and inversely related to concerns, suggesting that positive experience and adequate training can reduce employees fears. Open-ended responses confirm this trend and provide practical insights on how AI can support internal communication by automating repetitive tasks, centralizing information, and increasing process efficiency.

At the same time, the current literature shows that the same principles can also be extended to external communication, where AI contributes to improving customer experience, personalizing messages, and managing public relations more effectively. By using chatbots, predictive analytics, and segmentation algorithms, organizations can respond more quickly and accurately to audience needs, while simultaneously strengthening trust and brand image (Davenport & Ronanki, 2018; Rust & Huang, 2021).

In conclusion, AI is perceived as a useful and strategic tool for internal communication, with the potential to support organizational change and innovation. At the same time, for sustainable and widely accepted implementation, it is essential that organizations provide training, transparency, and clear communication regarding AI usage, so that benefits are maximized and fears are minimized.

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