The Impact of AI on Internal Communication Within an Organization

A Critical Examination of AI Adoption

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ABSTRACT

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Title:	The Impact of AI On Internal Communication Within An Organization - A Critical Examination of AI Adoption
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Keywords:	AI, Communication, Employee Engagement, Collaboration, Information, Technology, AI Adoption
Research question	What are the advantages and disadvantages of adopting AI in internal communication within a company?
Purpose:	This study seeks to provide insights to help organizations make informed decisions about incorporating AI into their communication processes.
Method:	An exploratory approach was applied within its qualitative method to align the study with its purpose. The data collection is based on semi-structured interviews. The authors adopted an interpretive research paradigm and analysis through a thematic analysis.
Conclusion:	The authors conclude that AI can enhance intra and interdepartmental communication, and improve team interactions, efficiency, and flexibility. It offers advantages such as shorter and clearer communications, translations, and increased productivity. However, drawbacks include the lack of personalization and the potential for communication gaps, disengagement, and loss of the human touch. A balance between the benefits of AI and human interaction is crucial for effective communication. Organizations should develop strategies for adopting AI to consider employee readiness and monitor data quality to ensure accuracy. This will allow organizations to leverage AI's advantages while mitigating potential disadvantages.

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1 INTRODUCTION

1.1 Background

Internal communication is an essential part of an organization's success, comprising various aspects such as employee engagement and managerial communication. Mishra et al. (2014) define internal communication as the process of sharing information and knowledge between individuals within an organization. Where internal communication allows employees to exchange information, communicate, and work toward common goals. Additionally it allows employees to cooperate, exchange information, and strive for common goals (Sumatra et al., 2023).

Given the rising importance of digital communication, businesses are increasingly turning to Artificial Intelligence (AI) technology to optimize their internal communication procedures. AI refers to the development of computer programs that can perform tasks that typically require human intelligence, such as visual perception, speech recognition, decision-making, and language translation (Russell & Norvig, 2016). According to Davenport (2019), AI involves using of algorithms and statistical models to enable computers to learn from data, recognize patterns, and make decisions based on the input received. Unlike traditional software that follows pre-programmed instructions, AI can continually analyze and modify its processes based on new data, making it more flexible and versatile (Partridge, 1989).

AI is revolutionizing various industries, including internal communication within companies. Getchell et al. (2022) emphasize that AI technology is gaining popularity in the business world due to its various advantages. On the one hand, the adoption of AI-powered communication tools can enhance the speed, accuracy, and efficiency of communication within organizations. Fountaine et al. (2019) suggest that AI can help companies analyze and interpret large volumes of data, providing valuable insights into communication patterns, employee engagement, and organizational performance.

On the other hand, the adoption of AI in internal communication also presents some challenges. George et al. (2023) suggest that the use of AI-powered communication tools may lead to concerns around data privacy and security. As AI systems collect and analyze large volumes of data, there is a risk that sensitive information could be compromised, potentially leading to reputational damage for the company.

Previous studies have explored the potential benefits and drawbacks of AI in internal communication and incorporating this technology into daily operations. According to Olan et al. (2022), incorporating AI into internal communication can have significant benefits for organizations. The authors conducted a study on the role of AI in knowledge sharing and found that it can lead to faster and more accurate communication, automation of routine tasks, and improved organizational performance. Nonetheless, there are worries that AI will result such as job displacement, loss of human touch, and privacy concerns (Siau & Wang, 2018), especially when it comes to sensitive data.

Furthermore, Gunkel (2012) highlights the potential for AI to enhance communication processes while also posing challenges such as biased algorithms and the risk of technology replacing human interaction. Similarly, Nah et al. (2020) suggest that AI can improve job satisfaction by reducing the workload of employees and allowing them to focus on more complex tasks, However it may also create job insecurity

and increase stress levels for employees who fear being replaced by machines.

In contrast, Farhi et al. (2022) investigated how AI can sustain internal communication within the corporate sector through the mediation of a two-way communication perspective of PR. They identified various advantages of AI, including enhancing communication effectiveness, reducing communication gaps, and facilitating collaboration. However, they also recognized that AI implementation requires a clear strategy, ethical considerations, and employee readiness to adapt to new technologies.

1.2 Problematization

In today's rapidly changing business world, organizations are always looking for better ways to reinforce their operations and improve internal communication (Dahlman & Heide, 2020). Here come the cutting-edge AI-based communication tools and other AI technologies holding the tremendous potential to transform the way businesses interact. However, as with any rapidly evolving technology with a limited amount of existing research and new applications and challenges emerging all the time, some there are advantages and disadvantages that must be carefully examined and understood before its adoption and integration with existing systems. While this study seeks to provide practical advice to find the pros and cons of adopting AI in internal communication. Where companies have a full understanding of the benefits and risks of this type of adoption. This study cannot provide a definitive solution to all potential disadvantages of AI-based communication tools, but rather a comprehensive understanding of AI adoption. The rapidly evolving nature of AI technology means that future risks and challenges may arise, which are not addressed in this study.

Some companies are hesitant to adopt and integrate AI in their internal communication due to ethical considerations such as privacy concerns and the potential for bias in decision-making that according to Bostrom & Yudkowsky (2014) comes with the use of AI. They recognize the need to address these issues to ensure fair and ethical implementation. On the other hand, there are companies that go with the flow and embrace AI internal communication tools as a competitive advantage (Dahlman & Heide, 2020). In this study, our primary objective is to delve into the realm of AI-based communication tools and analyze the specific advantages and disadvantages of their adoption. In order to achieve a thorough analysis of AI-based communication tools, it is essential to examine their impact on employee engagement, job satisfaction, communication quality and frequency, as well as collaboration within and between departments. Additionally, examine whether the effective provision of training and support to employees during their transition to these new tools and consideration of social factors as well as team interactions are necessary to create a convenient environment that encourages employee adoption of AI tools. Moreover, comparing AI-based communication with traditional methods is important to ensure practical effectiveness and determine which approach best suits the needs of companies. Evaluation of reliability and trustworthiness is also vital in assessing the suitability of AI-based communication tools.

1.3 Research Question

What are the advantages and disadvantages of adopting AI in internal communication within a company?

1.4 Purpose

The purpose of this paper is to gain a greater understanding of how companies could use AI in internal communication. By exploring the different perspectives of adopting AI in internal communications and what advantages and disadvantages it comes with. There is a growing importance of effective internal communication, more companies choose to introduce AI into their corporations to make a more streamlined communication process. It is important to understand the impacts of introducing AI into a company to ensure that the implementation has overall positive effects and mitigates the negative aspects for the organization and the employees (Furxhi, 2021). This paper seeks to gain insights into the subject by having qualitative interviews with both employees and experts in the AI field and also by analyzing existing literature on the subject. To find key findings and insights on how organizations use AI in their internal communication, and to help organizations have improved understanding when considering adopting AI in one of the core functions of any company.

There are some limitations to this study. The focus of the study is primarily on analyzing the potential benefits and drawbacks of AI in internal communication processes, which may overlook other perspectives, such as those of customers and other stakeholders, limiting the overall scope of the research. However, the future vision of AI in communication aims to seamlessly integrate AI technology into daily communication processes, improving the overall effectiveness of internal communication within a company.

2 THEORETICAL FRAMEWORK

The authors used several theories to explore the adoption of advantages and disadvantages of AI in internal communication within a company. Communication Theory, Technology Acceptance Model, Organizational Learning Theory, Social Learning Theory (SLT), and The Diffusion of Innovations Theory are the primary theories that inform this study. These theories include basic measures that help to focus the study to obtain the best results. Communication Theory helps to understand the nature and importance of AI communication in organizational settings. Technology Acceptance Model (TAM) allows to investigate how employees perceive and accept the use of AI in communication. Organizational learning theory helps to explore how AI can facilitate learning and knowledge sharing within a company. SLT provides insights into how social factors can affect employees' adoption of AI communication tools. Lastly, the diffusion of innovations theory aids in understanding how AI adoption spreads throughout the organization. Together, these theories offer a comprehensive framework for exploring the impact of AI on internal communication within a company.

2.1 Communication Theory

Communication theory is a well-established discipline that provides insight into how messages are transmitted, received, and interpreted between individuals and groups. According to the theory, communication is a dynamic process of exchanging messages between individuals or groups (Griffin, 2019). The author provides a foundational understanding of communication theory, which can be applied to research on AI in internal communication. Communication theory emphasizes the significance of

effective communication among employees, managers, and other stakeholders to facilitate organizational goals (Griffin, 2019). According to West et al. (2010), communication theory is a complex and multifaceted field that includes several distinct approaches, including cultural studies and cognitive theory. These theories provide a foundation for understanding the dynamics of communication and how different variables affect communication processes.

In the context of AI in internal communication, communication theory can help identify the benefits and challenges that AI brings to communication processes within organizations. Previous research studies have used communication theory to explore AI in internal communication. Kaczmarek-Śliwińska (2019) examines the opportunities and threats that AI presents for organizational communication. The author argues that while AI improves communication efficiency and accuracy, it also poses a risk of dehumanizing communication, reducing personal interactions and relationships. Guzman and Lewis (2020) propose a research agenda for human-machine communication that incorporates communication theory. They argue that understanding the role of AI in communication requires a deeper understanding of communication processes and theories. Sundar and Lee (2022) suggest that communication theory informs the development and design of AI systems to ensure that they align with human communication preferences and goals. This lead to more effective communication outcomes. Nikita and Velicheti (2022) investigate the use of AI in internal communication to reduce employee attrition rates in India. They apply communication theory to understand how AI can be used to improve communication and employee engagement.

2.1.1 Intra and Interdepartmental Communication

Intra and interdepartmental communication refers to the communication that takes place within and between departments inside an organization. According to Santhosh and Sudevan (2020), AI can be used to improve intra and interdepartmental communication by providing real-time translations, generating automated reports, and offering personalized recommendations based on data analysis. However, Nah et al. (2020) argue that AI also leads to a reduction in face-to-face communication, which negatively impacts teamwork and collaboration. Furthermore, the use of AI in inter-departmental communication may lead to the loss of personal touch and relationships. In this regard, Gunkel (2012) suggests that AI's impersonal nature may limit its effectiveness in certain areas of communication, particularly where emotions and empathy are crucial.

2.1.2 Communication Quality and Frequency

Effective communication in an organization requires quality and frequency. Where AI can play a vital role in achieving this. Farhi et al. (2022) suggest that AI has the ability to sustain internal communication in the corporate sector. They argue that AI enhances communication effectiveness, reduces communication gaps, and facilitates collaboration. However, successful AI implementation requires a clear strategy, ethical considerations, and employee readiness to adapt to new technologies. Furthermore, Heo and Lee (2018) have found that chatbots powered by AI have the ability to improve communication frequency by providing 24/7 customer support.

Accordingly, West et al. (2010) warn that the use of AI in communication can lead to impersonal and robotic communication, which has a potential negative impact on the quality of communication. It is

essential to balance the benefits of AI with the need for personalization and human interaction to ensure effective communication in the organization.

2.2 The Technology Acceptance Model (TAM)

The Technology Acceptance Model is an entrenched theory in the field of information systems that has been widely used to explain users' acceptance and adoption of new technologies. The model posits that the perceived usefulness and ease of use of technology are the two primary factors that influence the users' attitudes toward it, which in turn affects their intention to use it (Lee et al., 2003).

When it comes to exploring the adoption of AI in internal communication within a company, several studies have employed TAM as a theoretical framework. For example, Na et al. (2022) applied TAM in combination with the Technology-Organisation-Environment framework to investigate the acceptance of AI-based technologies in construction firms. Similarly, Song (2019) extended TAM to examine users' acceptance of an AI virtual assistant.

Vorm and Combs (2022) have developed the Intelligent Systems Technology Acceptance Model (ISTAM), which serves as an illustration of how the TAM can be tailored to the realm of AI. The ISTAM incorporates transparency, trust, and acceptance as essential components, particularly relevant in the case of AI-driven systems that are often perceived as obscure and challenging to comprehend.

TAM is relevant to AI in internal communication because it holds significance for understanding how employees perceive and utilize AI-based communication tools within their respective organizations. For instance, Sohn and Kwon (2020) used TAM to explore the factors that influence users' acceptance of intelligent products, including those based on AI. Similarly, Hasija and Esper (2022) conducted a qualitative investigation into the acceptance of AI technology, finding that trust is a key factor in fostering adoption.

2.2.1 AI-based Communication vs Traditional Methods

When comparing AI-based communication to traditional methods, the TAM can be applied to understand the advantages and disadvantages of AI-based communication. An advantage of AI-based communication lies in its capacity to automate repetitive undertakings, such as issuing reminders or scheduling meetings, thereby enabling employees to allocate their time toward more intricate tasks (Na et al., 2022). Additionally, AI-based communication diminishes communication errors by automating tasks that were previously executed manually, such as sending emails with incorrect attachments or typographical errors (Sohn & Kwon, 2020). By analyzing data obtained from communication patterns, AI can customize communication approaches for individual employees, thereby enhancing the effectiveness of communication efforts (Nah et al, 2020).

However, there are also potential disadvantages of AI-based communication. One disadvantage is the lack of human touch and the potential for misinterpretation of messages. AI-based communication lacks the personal touch that can be present in face-to-face or even traditional written communication, leading to potential misunderstandings or misinterpretations of messages (Hasija & Esper, 2022). Additionally, the

use of AI-based communication may result in a loss of control for employees over their communication, leading to a sense of disempowerment and a reduction in job satisfaction (Vorm & Combs, 2022).

2.2.2 Reliability and Trustworthiness of AI Communication Tools

One important aspect to consider is the reliability and trustworthiness of these tools. The TAM can be employed to examine how employees perceive and utilize AI communication tools as part of their daily work routines (Lee et al., 2003). An example of such tools includes chatbots, which have gained increasing popularity in recent times. Chatbots are computer programs that employ natural language processing to engage in conversations with humans and offer assistance and support (Arsenijevic & Jovic, 2019). Additionally, voice assistants like Siri, Alexa, and video conferencing tools leverage AI algorithms to enhance video quality, minimize background noise, and optimize communication experiences (Mendes et al., 2020).

One advantage associated with communication methods utilizing AI is the automation of repetitive tasks, reducing errors and saving time (Na et al., 2022). However, it is crucial to prioritize the reliability and trustworthiness of these tools to ensure communication is accurate and effective. Research has indicated that a lack of transparency and comprehension surrounding AI technology can result in mistrust and hesitation to utilize communication tools based on AI (Vorm & Combs, 2022).

Therefore, it is crucial to provide employees with a clear understanding of how AI-based communication tools work and what they can expect from them. Additionally, ensuring that AI algorithms are transparent and explainable may help to build trust in the system (Hasija & Esper, 2022). Furthermore, incorporating user feedback and providing user-friendly interfaces contribute to enhancing the reliability and trustworthiness of AI-based communication tools (Sohn & Kwon, 2020).

2.3 Organizational Learning Theory

Organizational learning theory is a theoretical framework that elucidates how organizations obtain, retain, and apply knowledge to enhance their performance. Argyris and Schön (1997) define organizational learning as "the process of detecting and correcting errors, modifying behaviour, and adapting to new circumstances in order to improve organizational performance" (p.4). This theory emphasizes that organizations possess the capacity to learn and adapt to novel challenges, and this ability holds substantial implications for their overall success.

The organizational learning theory provides a conceptual framework for comprehending how companies can effectively utilize AI technologies to bolster their internal communication processes. Aaltola and Taitto (2019) highlight that AI systems play a significant role in fostering experiential and organizational learning. By granting employees access to extensive data, promoting knowledge sharing, and facilitating real-time feedback, these systems contribute to enhance decision-making, heightened productivity, and improve overall organizational performance.

Numerous research studies have delved into the intersection of organizational learning theory and internal communication, particularly in relation to AI. Sturm et al. (2021), for instance, conducted a study that

examined the coordination of human and machine learning in order to augment organizational learning. The authors put forth a model that integrates the respective strengths of human and machine learning to enhance knowledge acquisition and application within organizational contexts. Similarly, Bhatt and Zaveri (2002) explored the role of decision support systems in organizational learning, highlighting the capacity of such systems to facilitate knowledge sharing and collaboration among individuals within the organization.

O'Neil et al. (2021) conducted a study focusing on the measurement and evaluation of internal communication, underscoring the significance of employing data-driven methodologies to assess the efficacy of communication strategies. The authors emphasized the utility of AI technologies in this context, as they enable the analysis of extensive communication data, thereby yielding insights into employee engagement and satisfaction.

Finally, Jin and You (2023) examined employee activism within the AI community, shedding light on the role of internal communication in fostering engagement and participation. The researchers discovered that the implementation of effective internal communication strategies could foster an environment conducive to employee activism, promoting knowledge-sharing and collaboration among individuals.

2.3.1 Adaptation to New Communication Tools

The ability to adapt to new communication tools is a pivotal component of organizational learning, enabling organizations to remain current with technological progressions and bolster their competitive edge in the market (Greenwood, 1997). In light of the widespread adoption of AI in work settings, organizations are actively exploring the possibilities offered by AI-based communication tools to enhance internal communication. Chatbots, voice assistants, and virtual agents, all powered by AI, have gained prominence due to their capacity to automate repetitive tasks, offer personalized support, and expedite response times (Sturm et al., 2021).

One of the significant advantages of AI in internal communication is its potential to amplify organizational learning through real-time feedback and analysis. AI-driven tools have the capability to gather and assess data regarding employee communication patterns, sentiment, and behavioral patterns, thereby enabling the identification of areas that warrant improvement (O'Neil et al., 2021). This data can also be used to create personalized training programs that cater to individual learning needs (Aaltola & Taitto, 2019).

However, the adoption of AI in internal communication also comes with some challenges. One of the significant concerns is the potential loss of human connection and the impact on employee engagement. AI-powered communication tools lack empathy and emotional intelligence, which are essential for effective communication and relationship building (Jin & You, 2023). Furthermore, AI tools may lead to information overload and distract employees from critical tasks, reducing productivity (Bhatt & Zaveri, 2002).

2.3.2 Performance Improvement

Performance improvement is a crucial key area where the use of AI in internal communication has a significant impact. Organizational learning theory suggests that companies attain superior outcomes when

employees partake in ongoing learning and development endeavours (Greenwood, 1997). AI has the ability to facilitate this process by providing employees with personalized training, feedback, and coaching, which help them improve their skills and performance (Aaltola & Taitto, 2019). Furthermore, AI can analyze vast amounts of data to identify patterns and insights that help to inform decision-making and improve overall business performance (Wilkens, 2020).

However, the benefits of AI in performance improvement need to be balanced against potential disadvantages. One potential concern is that the use of AI in training and performance evaluation may undermine the human element of learning and development. Argyris and Schön (1997) argue that traditional approaches to organizational learning tend to prioritize technical rationality over social learning, which can limit employee engagement and collaboration. AI systems may exacerbate this issue by depersonalizing the learning experience and reducing opportunities for human interaction and feedback.

Another potential disadvantage of AI in performance improvement is the risk of algorithmic bias. AI systems are only as unbiased as the data they are trained on, and if this data reflects historical biases or discrimination, the AI may perpetuate these biases (O'Neil et al, 2021). This may have a negative impact on employee motivation and morale, particularly if employees feel that they are being evaluated unfairly.

When addressing these challenges, it is important to adopt a coordinated approach to human and machine learning (Sturm et al., 2021). This approach entails the design and implementation of AI systems that are transparent, explainable, and accountable while simultaneously placing a strong emphasis on human input and feedback. It can also involve fostering a culture of continuous learning and development that values both technical and social learning (Bhatt & Zaveri, 2002; Jin & You, 2023).

2.4 Social Learning Theory (SLT)

Social learning theory is a psychological theory that explains how individuals learn by observing and imitating others' behaviors (Bandura, 1977). According to SLT, individuals learn through observational learning, which involves four stages: attention, retention, reproduction, and motivation. Furthermore, SLT emphasizes the role of cognitive processes in learning. Individuals use their cognitive abilities to interpret and analyze the information they observe and incorporate it into their behavior (Bandura, 1986).

Several studies have used social learning theory to investigate various aspects of AI and communication, such as the role of communication in social learning in design teams and the impact of media messages on people's perceptions of AI (Singh et al., 2013; Li et al., 2021). Other studies have examined how social learning theory applies to web-based learning environments and how AI technologies are changing social learning (Hill et al., 2009; Attwood, 2020). Janik and Slater (2000) proposed that social learning is crucial in the evolution of vocal communication.

According to SLT, individuals acquire new behaviors, attitudes, and values through observation, modeling, and reinforcement. Therefore, when some employees effectively utilize AI-based communication tools, others will be encouraged to adopt and learn how to use them. This is particularly relevant in the context of internal communication, where social factors such as culture, norms, and expectations can influence

people's perception and response to new technologies like AI (Bostrom & Yudkowsky, 2014).

Furthermore, social learning theory highlights the importance of reinforcement in shaping behavior, as positive outcomes from using new technologies like AI-based communication tools can encourage continued use (Bandura, 1977). Therefore, social learning theory provides a useful framework for understanding the adoption of AI in internal communication.

2.4.1 Social Factors and AI Use

The acceptance or resistance of AI-based communication tools is influenced by various social factors that shape individuals' attitudes and behaviors toward such tools. Organizations must consider these factors such as perceived usefulness, perceived risks and benefits, group norms, trust, and familiarity to increase the likelihood of successful adoption while minimizing resistance to such tools (Davis, 1989; Bostrom & Yudkowsky., 2014; Kelly et al., 2022; Ghobakhloo et al., 2011).

Davis (1989) found that individuals' perceptions of the usefulness and ease of use regarding new technologies and tools affect their adoption of these tools. Although this study did not specifically mention AI-based communication tools, its findings could be applied to understand how these perceptions influence the adoption of such tools. If individuals perceive these tools as useful and easy to use, they are more likely to adopt them. Conversely, if they perceive these tools as risky or difficult to use, they may be more resistant to their adoption (Venkatesh & Davis., 2000).

Group norms also have a significant impact on individuals' attitudes toward AI tools (Bostrom & Yudkowsky., 2014). If a group norm is to use these tools, individuals may be more likely to accept them. Conversely, if the norm is to avoid these tools, individuals may be more resistant. Therefore, it is important for organizations to consider the expectations of coworkers or managers regarding the use of AI-based communication tools.

According to Kelly et al. (2022) "Trust in AI and the technology provider is a driving factor in AI acceptance" (p.3). Similarly, McKnight et al. (2011) argue that the intention of individuals to explore a specific technology in a post-adoption context is positively influenced by the level of trust they have in that technology.

Familiarity with the technology also plays a significant role in individuals' acceptance or resistance of AI-based communication tools (Ghobakhloo et al., 2011). Individuals who are more familiar with AI-based communication tools may be more comfortable using them, while those who are unfamiliar may be more resistant. Therefore, it is essential for organizations to consider the level of familiarity individuals have with these tools when implementing them.

2.4.2 Effectiveness of Team Interaction

Social learning processes and social comparison can shape attitudes and behaviors toward AI-based communication tools in the workplace, impacting team interactions and collaboration. Bandura's (1977) social learning theory suggests that individuals learn from observing others' experiences, outcomes and

apply these learnings to their own behavior. Thus, employees may be more likely to adopt AI-based communication tools if they see their coworkers using them effectively and improving team interactions.

Similarly, the social comparison theory proposed by Festinger (1954) suggests that individuals compare themselves to others to determine their attitudes and behaviors. When applying its findings to understand employees' attitudes and behaviors toward using AI-based communication tools, it is suggested that employees may compare their own experiences to those of their peers to decide whether to adopt these tools. If they see that their coworkers benefit from using these tools to improve team interactions, they may be more likely to adopt them as well.

Bandura (1977) contends that promoting positive social learning processes and social comparison can be achieved by providing clear guidance and training on the effective use of new tools within organizations. This applies equally to AI-based communication tools in this stydy; organizations could promote positive social learning processes and social comparison by providing employees with clear instructions on how to use these tools. By doing so, organizations ensure that employees use AI-based communication tools effectively. This includes workshops or training sessions emphasizing how these tools improve team interactions and collaboration. Additionally, creating user guides or providing online resources helps employees feel more comfortable and confident using these tools.

Encouraging a culture of experimentation and learning is also effective in promoting positive social learning processes (Bandura, 1977). This involves giving employees opportunities for feedback and learning. Hence they feel comfortable experimenting with new AI-based communication tools and learning from their experiences and those of their peers, ultimately improving their effectiveness in team interactions.

However, organizations should be mindful of the potential negative effects of social learning processes and social comparison. For instance, employees may feel pressured to adopt AI-based communication tools even if they are uncomfortable using them, or they may compare themselves unfavorably to peers who are more skilled at using these tools (Festinger, 1954).

2.5 The Diffusion of Innovations (DOI) Theory

The theory of Diffusion of Innovations offers an understanding of how new ideas, products, and technologies disseminate within a society (Rogers, 2003). This theory emphasizes various elements that shape the process of adoption, including the attributes of the innovation itself, the channels of communication, the social system, and the characteristics of individual adopters. These factors encompass the perceived relative advantage, compatibility, complexity, trialability, and observability of the innovation.

Several studies have used DOI theory to understand the adoption of AI technologies. For instance, Almaiah et al. (2022) conducted a study that integrated the innovation diffusion theory with the technology adoption rate to measure institutions' adoption of AI applications in online learning environments. Whereas, Alsheibani et al. (2018) studied the readiness of firms to adopt AI technology, specifically identifying the factors that contribute to AI readiness in different industries and how these factors affect the likelihood of firms adopting AI technology. In addition, Ober and Kochmańska (2021)

employed the DOI theory to examine the impact of internal communication factors on innovation adaptation within the IT industry of Poland ,aiming to measure three internal communication factors, namely communication channels, climate, and culture, concerning their influence on the adoption of innovations.

Given that the DOI theory offers a framework for understanding the adoption and diffusion of new technologies and innovations. , organizations can use this theory to successfully enhance their ability to adopt and integrate AI into their internal communication practices.

2.5.1 Factors Driving AI Use in Communication

AI-based internal communication tools have been gaining popularity in recent years due to their numerous benefits. However, their adoption is not always straightforward, and several critical factors influence their acceptance or resistance by organizations including usability (Kuberkar & Singhal, 2020), security (Dora, 2022), and integration with existing systems (Hamm & Klesel, 2021). Organizations that consider these factors when adopting these tools are more likely to realize their numerous benefits.

Firstly, usability; Kuberkar and Singhal (2020) suggest that the ease of use of these tools plays a significant role in their adoption. If these tools are too complicated or difficult to use, employees may resist using them, leading to poor adoption rates.

Secondly, security is an essential factor that companies need to consider when adopting AI-based internal communication tools. According to Dora (2022), organizations must ensure data privacy and protection. Security breaches may lead to significant data losses, which is disastrous for a company. Therefore, companies must ensure that their tools meet the highest security standards to prevent any data breaches.

Finally, the ability of AI-based internal communication tools to integrate seamlessly with existing systems is critical for their adoption by organizations.Hamm and Klesel (2021) noted that these tools must integrate with existing communication and collaboration systems to be useful. Employees may resist using them if they require significant changes to existing systems, leading to poor adoption rates.

2.5.2 Future Vision of AI in Communication

The impact of AI on communication is significant and far-reaching. Natural Language Processing (NLP), predictive analytics, voice assistants, and new forms of interaction are just a few examples of how AI is transforming how organizations communicate. As technology continues to advance, even more exciting developments in this field are expected.

AI is a rapidly advancing field that is transforming various aspects of communication. One key area of impact is Natural Language Processing (NLP), which is improving the ability of AI systems to understand human language accurately. According to LeCun et al. (2015), advancements in NLP technology will lead to more natural and intuitive communication between humans and machines, enabling the development of advanced chatbots and virtual assistants that can handle complex interactions and conversations.

Another way in which AI is transforming communication is through predictive analytics. By analyzing large amounts of data, AI systems can anticipate user needs and provide personalized recommendations

and responses (Davenport & Ronanki, 2018). This will enable organizations to provide more targeted and relevant communication that resonates with their audience, increasing engagement and customer satisfaction.

The use of AI-powered voice assistants is also on the rise, with more people using voice-activated devices to interact with technology (Fernandes & Oliveira, 2021). This transformation is changing the way people interact with their devices, enabling hands-free communication and opening up new possibilities for communication in different settings.

Finally, AI is expected to continue revolutionizing communication by enabling new forms of interaction that were previously impossible. This will enhance and transform the way people interact with each other and with technology. As AI technology continues to advance, organizations will likely see even more innovative and transformative applications in the field of communication.

3 METHODOLOGY

In the following section will the approach for the study and research be presented. The interviewed companies and respondents will be introduced with a section discussing the quality and validity of the study.

The current study seeks to investigate the advantages and disadvantages of AI in internal communication from the perspective of employees and experts in various organizations. Qualitative interviews were conducted with a representative sample of employees from various departments and organizational levels. The interviews were used to gather primary data on their experiences and perceptions of using AI in internal communication. To gain a deeper understanding of what the advantages and disadvantages would have for organizations that are considering adopting AI tools in their internal communication.

Epistemology deals with assumptions about knowledge, including what is considered acceptable, valid, and legit knowledge, While ontology deals with the assumptions about nature and reality (Saunders et al., 2019). The study is based on the perspective of employees and experts as well as the theoretical framework from existing literature. It implies that the authors acknowledge the existence of different knowledge, sources, and perspectives with both epistemological and ontological concerns of recognizing multiple forms of knowledge shaped by things such as individual experiences and perspectives.

An in-depth grasp of the subject was achieved through the primary data obtained through qualitative interviews and combined with the theoretical framework. This Study`s findings can guide the creation of AI systems for internal communication, maximizing benefits and minimizing drawbacks for workers.

3.1 Research Design

Research design is a researcher's overall strategy to integrate different process components to make a coherent and logical framework (Saunders et al., 2019). There are many different types of research designs that can be implemented such as exploratory, descriptive, explanatory, or evaluative. This paper focuses on

qualitative interviews and a literature review which means that the exploratory approach fits well. The exploratory approach is aimed at exploring topics where there is limited existing knowledge in order to generate the chance of inspiring further research on the topic of AI in internal communications.

According to Saunders et al. (2019), an inductive research approach allows meaning to take shape based on the data collected in the theoretical framework to identify themes and relationships to form a theory. It is suitable for exploring new research areas such as AI in internal communications, since it gives the researcher more freedom to explore without being bound by pre-existing theories and concepts. With the given topic of this paper, an inductive approach is fitting since AI in internal communications is still a relatively new concept, which is rapidly evolving and with a limited amount of existing research and new applications and challenges emerging all the time. With the Inductive approach being particularly useful for generating new ideas and hypotheses together with exploratory design the study will provide a comprehensive understanding of the advantages and disadvantages of AI in internal communications.

3.2 Prestudy

A prestudy was required before determining the scope for the interviews and theoretical framework to acquire a full grasp of the current status of AI in internal communications and its impact on organizations. After studying the theories thoroughly and in detail, the authors deduced the ten themes in proportion to the theories and based on that, the data were collected. Open-ended questions were used during the interviews to allow the participants to freely express their opinions. The research includes looking for organizations that employ AI in internal communication and examining news stories or company reports that discuss AI breakthroughs. The prestudy purpose was to identify knowledge gaps and collect the knowledge required to develop a coherent thesis on AI in internal communication. The prestudy was a significant phase in the research since it provided a firm framework for the interviews and data analysis. It also assisted the study in being well-informed and ensured that it added to the body of knowledge in the field of AI in internal communication.

3.3 Data Collection

Each participant was subjected to a semi-structured verbal interview where all the questions were based on the theoretical concepts stated in the paper. Semi-structured interviews are as Saunders et al. (2019) describe a research method that is flexible due to its nature of using open-ended questions to collect in-depth data and learn more about the interviewees' perspectives and experiences within the research area. The interviews were conducted online on different platforms such as ZOOM and Microsoft Teams.

3.3.1 Primary Data

Primary data is defined straight from the source by for example using interviews, observation, and surveys (Saunders et al., 2019). Any research effort should consider including the collection of primary data in their study since it gives researchers access to firsthand knowledge that is personalized to their specific research needs. Primary data can provide valuable insights into the research topic which means that it is crucial to be able to answer the paper's research question. It allows the researcher to gain a deeper understanding of the subject by gathering original data since primary data is gathered directly from the

source, it is a way of gathering new information that can't be found in the existing body of literature on the subject.

3.3.2 Sampling of Primary Data

The sampling strategy used for this study is homogenous purposive sampling. Homogenous sampling is a non-probability sampling technique that enables the researcher to choose participants based on particular criteria relevant to the research issue, and is employed as the sampling strategy for this study (Saunders et al., 2019). The parameters utilized to choose the participants were based on their department, present work, and prior experience using AI for internal communication. Eight people from various organizations and industries made up the sample.

3.3.3 Respondents & Companies

The companies chosen for the interviews were done through research on what companies have or are using AI tools in their internal communication. After accepting to participate in the interviews, the respondents were contacted via LinkedIn and sent the questions beforehand.
The respondents' names are kept anonymous for privacy reasons.

Interviewee	Title	Time	Location	Date
1	Sales Department Director	1 hour	Online	04/02
2	Research Assistant	40 min	Online	04/05
3	Consultant	45 min	Online	04/05
4	Enterprise Financial Analyst	45 min	Online	04/07
5	Strategic Advisor	35 min	Online	04/18
6	Strategic Sales and Management Reporting Analyst	45 min	Online	04/21
7	Adjunct Professor in AI	30 min	Online	04/28
8	Director & Head of Innovation Management Division	35 min	Online	05/03

Table 1 interview respondents

3.3.4 Interview Guide

There have been eight interviews. The questions were designed after the paper's theoretical framework to give every question its own use case and to make the data collected easy to understand and analyze. As well as give a deeper understanding of the paper's RQ. The interview questions were structured to

facilitate discussion and guide the interviewees to speak freely. In Table 2 there are examples of interview questions within the theories set by the paper.

Theories	Questions
Communication Theory (Griffin, 2019)	How has AI impacted your ability to communicate effectively within your team and across departments? In what ways has AI-based communication affected the quality and frequency of communication within your team and across departments?
Technology Acceptance Model (TAM) (Lee et al, 2003).	What are your thoughts on the ease of use of AI-based communication tools in comparison to traditional communication methods? Have you found AI-based communication tools to be reliable and trustworthy, or have you encountered any technical issues or concerns?
Organizational Learning Theory (Argyris and Schön, 1997)	How has AI impacted your ability to learn and adapt to new communication tools and processes within your organization? How has your organization trained and supported employees in the use of AI-based communication tools?
Social Learning Theory (SLT) (Bandura, 1977)	Have you observed any social factors affecting the acceptance or resistance of AI-based communication tools within your team or department? Have you observed any changes in the way your team or department interacts when it comes to the use of AI-based communication tools?
The Diffusion of Innovations Theory (Rogers, 2003)	How quickly have AI-based communication tools been adopted within your organization, and what factors have influenced their adoption or resistance?

	What do you see as the future of AI-based communication within your organization, and what factors will influence its continued adoption and use?

Table 2 Interview questions

3.4 Data Analysis

The data analysis used in this study, the use of thematic analysis was chosen since it is a suitable method for the study and the data collected. Saunders et al. (2019) explain the systematic and flexible nature of the thematic analysis, highlighting its ability to analyze both large and small qualitative data sets. The analysis aims to develop explanations and theories based on thematic themes and relationships observed in the primary data and the theoretical framework.

The analysis follows the four-stage process of thematic analysis outlined by Saunders et al. (2019). In the first stage, the focus is on getting familiar with the data by transcribing interviews conducted with AI experts and employees from various organizations that either have knowledge of AI or use AI in some capacity in their internal communication. The second stage involves coding the data, where each unit of data is labeled with a code representing its meaning. The codes are based on existing theories and literature, particularly focusing on the drivers that would affect adopting AI-based communication tools in organizations.

The third stage is the search for patterns and relationships within the codes to identify how they fit the themes set based on the theoretical framework. The themes will also be able to be looked at as advantages and disadvantages of AI in internal communication. Since the questions are based on the theoretical framework, the raw data will already be divided and coded; all that has to be done is to sort out the key findings from the data (see Table 2 for theories and questions). This way of coding was chosen to assist the paper in explaining the advantages and disadvantages of adopting AI in companies. The fourth stage is where the selected themes are refined based on their code, traits, and applicability to the research question to create a well-structured analytical framework for the study and ensure that the data is thoroughly evaluated in the analysis.

3.5 Evaluation of Quality

The interviewees that have been interviewed were selected by their position or knowledge of AI in internal communication but also based on if their company uses AI in their internal communication. Since not many companies have implemented enough AI in internal communication, the companies are more important than the actual position of the employee. The result and discussion are based on the respondent's answers and opinions, meaning that they can not be taken as direct answers to the research question but instead used to compare against the already existing literature on the subject to give an improved quality throughout the paper. Reliability and validity are important in assessing the quality of any research (Saunders et al., 2019). Reliability refers to the consistency and reliability of the research to ensure that

similar results can be replicated if the research were repeated. While validity focuses more on the measured data, it examines whether it is measured as intended by addressing how the findings reflect the themes and research questions examined in the study. This study ensures the quality of the paper by having a comprehensive methodology section as well as maintaining consistent data collection and analysis produced.

3.6 Ethical Considerations

Ethical consideration is an important part of any research since it is important to ensure the studies are conducted in an ethical and responsible manner (Saunders et al., 2019). In this study, several ethical points were considered, such as consent from all respondents was obtained before any interviews were made. They were informed about the purpose of the study and why their participation was important. The study also ensured all participants' privacy was respected by not including any name of any respondent. The study also considers the potential implications the research could have in the broader community and how it could impact the development of AI in internal communication by ensuring that the research is ethically conducted. These considerations were taken into account to ensure that the study is both valid and responsible.

3.7 Limitation

Saunders et al. (2019) state that using qualitative research methods alone can present limitations such as limited generalizability, potential bias, time-consuming and resource-intensive data collection and analysis, difficulties in measuring results, and limited statistical power due to small sample sizes. Since this study uses qualitative research methods, these limitations can affect the reliability and validity of its findings.

First, the study relies on data from the respondents which could be the subject of socially desirable answers and bias against or for AI overall. This means that respondents may provide responses that they believe are more socially acceptable and not accurate to their own experiences.

Secondly, the study relied on a small sample of respondents. While the purposive sampling technique was used, the findings might not have been representative of the entire population. Which means that the findings should not be generalized to a larger population.

Thirdly, the use of semi-structured interviews as primary data collection could generate different answers than for example, if surveys or observations were used.

Fourthly, due to the lack of secondary scientific data and sources commensurate with the focus and content of the study on AI in internal communications, the authors chose not to include any secondary data in the study, which may limit the support of the research findings.

Lastly, the study mainly focuses on the current state of AI in internal communication and only briefly touches on the subject of future development or trends.

4 EMPIRICAL FINDINGS

4.1 Primary Data

Semi-structured interviews were conducted with eight employees at different companies. Below are key takeaways and themes from the interviews categorized as advantages and disadvantages of AI-based communication tools.

4.1.1 Intra and Interdepartmental Communication

[INTERVIEWEE 1] reported that AI has improved their team's ability to interact effectively within the team and between departments by reducing time and enabling greater flexibility. They added that many activities would be dependent on office hours in the absence of AI, which would be challenging in a worldwide organization with personnel in different time zones. The interviewee praised their positive experience with AI, as it allows them to be connected and served anytime they want, regardless of time zone. [INTERVIEWEE 4] stated that while their team uses Microsoft Teams for communication, they have not used AI-integrated tools within the platform extensively. However, they have implemented a chatbot as part of their SharePoint websites, which has been helpful in finding information and accessing specific documents by answering standard questions and providing links to resources.

[INTERVIEWEE 5] noted that effective communication is essential in their role, and AI is already a part of everyday communication, from spam filters to personalization. The interviewee acknowledged that communication today is a mix of various channels, including social media platforms like LinkedIn, which are driven by algorithms. While praising the effective use of AI, they mentioned that there is still room for improvement as it is an ongoing process. [INTERVIEWEE 6] shared that their firm has been impacted by AI in three areas: finance, product sales, and internal communications. The company uses AI in finance to automate analyses and reduce manual labor. They create and market AI-powered products in product sales. In internal communication, AI facilitates collaboration and ensures that everyone is on the same page, minimizing disagreements. The interviewee explained that AI is successful in these areas because it lessens manual labor, aids in data processing, and improves teamwork and decision-making.

[INTERVIEWEE 2] found AI helpful in scheduling and booking meetings by suggesting available rooms and times that work for participants. They also mentioned that they are exploring the possibility of using AI for language translation when communicating with partners who are less familiar with English. [INTERVIEWEE 3] highlighted the efficiency of AI in communication in terms of responding to booking requests or meeting invitations through auto-populated options. However, they also mentioned that AI might not be as useful when deeper information or personalized responses are required for effective communication. The interviewee believed that AI is more useful for scheduling and confirmation purposes, rather than asking different people different things. [INTERVIEWEE 7] thinks that AI hasn't significantly impacted their capacity to communicate with their team or departments. The business uses conventional communication methods, but to efficiently access data for projects, they also leverage tools like knowledge graphs. The interviewee believes that AI will improve communication in the future by, for

example, creating templates and replies on its own, but at the moment, the tools have barely altered in the last 20 years.

Finally, [INTERVIEWEE 8] AI has shortened lengthy communications and improved the clarity and conciseness of communication. The company has also been using AI translation services for internal communications as well as external communications, which has been beneficial for team members who speak different languages. All things considered, AI has improved the interviewee's capacity for efficient departmental and team communication.

4.1.2 Communication Quality and Frequency

[INTERVIEWEE 5] emphasized the need for organizations to become learning organizations and be prepared for the shift that AI brings. They noted that AI-based communication has positively impacted the quality and frequency of communication within teams and across departments. In addition, it promotes dynamic and hybrid working styles and allows individuals to access information autonomously. [INTERVIEWEE 6]explained that the use of AI has improved communication within teams and between departments by reducing manual labor and analyzing massive data sets to produce accurate reports. Simple AI tools, such as data categorization and reminders, have also helped with organization and productivity. Virtual assistants and personalized chatbots are valuable tools for improving communication both internally and externally.

[INTERVIEWEE 7] also agrees that the quality and frequency of communication within their team and across departments have improved as a result of AI-based communication systems like Slack. Due to the fact that communication technologies have gotten easier to use, they have observed an increase in their usage generally. The potential for AI to enhance communication in areas like company-wide announcements and directions, where completeness and clarity are crucial [INTERVIEWEE 8]. They also discussed how using software with AI support for approvals has expedited the procedure and decreased errors. [INTERVIEWEE 2] pointed out that AI communication tools have not affected the frequency of communication but have improved its quality by completing sentences, suggesting words, auto-correcting, and using chatbots to answer frequently asked questions. They also mentioned that AI has made it easier to type on smartphones and for writing long emails. [INTERVIEWEE 3] reported that AI-based communication has increased the quality of communication within their team, but they cannot estimate its impact on frequency. [INTERVIEWEE 1] noted that the COVID-19 pandemic and the hybrid working mode had expanded the use of AI-based communication tools, which have helped to improve communication efficiency.

However, [INTERVIEWEE 1] expressed concern that relying too heavily on AI-based communication may harm the quality of communication and human contact in the workplace and that it has reduced employee cooperation and interaction when seeking information. [INTERVIEWEE 6] highlighted the importance of monitoring and maintaining the quality of data intake to ensure accurate predictive and prescriptive reporting. [INTERVIEWEE 3] pointed out that the impact of AI-based communication across different departments is uncertain, as some departments may focus on it more than others. [INTERVIEWEE 4] shared that their company uses a chatbot to request access to tools like SAP, but the actual ordering of access is still done manually by colleagues, and that AI-based communication has no significant impact on the quality or frequency of communication within their team and across departments.

4.1.3 AI-based Communication vs. Traditional Methods

[INTERVIEWEE 6] emphasizes the relevance of AI in today's fast-paced world, while also acknowledging the importance of human interaction in conjunction with AI. [INTERVIEWEE 1] highlights the potential benefits of incorporating AI-based communication tools into enterprise software, such as faster responses and reduced reliance on humans for repetitive inquiries. However, the success of AI-based tools depends on their implementation, and some chatbots can be frustrating to use if they do not understand the users' needs, as noted by [INTERVIEWEE 2].

Meanwhile, [INTERVIEWEE 3] acknowledges the efficiency and quick response time of AI-based communication tools, but also stresses that their development should prioritize efficiency without losing important details and nuances in communication. [INTERVIEWEE 4] notes that AI-based communication tools are useful for simple or standard requests, but not reliable for complex questions or tasks. Moreover, [INTERVIEWEE 5] observes that traditional communication methods such as phone calls are becoming less common, particularly among young people and in professional settings, while the usability of AI-based communication tools varies based on individual preferences and the specific communication context.

While AI can directly answer a significant portion of questions and store knowledge for reuse across different platforms, as noted by [INTERVIEWEE 1], relying too much on AI could make people lazy and lead to a loss of personality and character in communication, as pointed out by [INTERVIEWEE 3]. Ultimately, AI and humans need to work together to speak the same language, as emphasized by [INTERVIEWEE 6]. AI tools are not necessarily easier to use than traditional communication methods, but they should also not be more complicated to use either. They should simply be better than traditional communication methods [INTERVIEWEE 7]. Finally, [INTERVIEWEE 8] In the past, their organization relied on document-based communication, but now, with the aid of AI, it has transitioned to information-based communication. This has made it simpler to access information and fix mistakes in documents.

4.1.4 Reliability and Trustworthiness of AI Communication Tools

While [INTERVIEWEE 6]believes that AI-based communication tools can be dependable and trustworthy if updated with current data over time, [INTERVIEWEE 2] suggests that they are a better fit for user needs due to their ease of integration with internal systems. There is also a challenge to determine whether the result of the use of AI-based tools are correct or not since these types of tools can give an incorrect answer with high assertiveness [INTERVIEWEE 7]. But they also explain that things are moving forward quickly and the more recent versions of for example ChatGPT are vastly superior to earlier iterations. [INTERVIEWEE 4] notes that AI-based tools can be reliable for standard requests, while [INTERVIEWEE 3] agrees that they are reliable in some ways but also highlights the need for further development of the chat function to enhance comprehension and avoid losing the point of the conversation. On the other hand, [INTERVIEWEE 1] expresses concerns about the likelihood of errors and hazards when using these tools, and [INTERVIEWEE 5] shares concerns about the reliability and trustworthiness of AI-based communication tools and their ownership and control of data.

[INTERVIEWEE 4] points out the technical issues and concerns that have been encountered with these tools, including the varying reliability and trustworthiness of different chatbots across different departments within a company, while [INTERVIEWEE 2]highlights the technical issues associated with third party AI-based programs, such as the problem with keeping the conversation history and voice recognition for non-native speakers. [INTERVIEWEE 8] uses AI-based technologies for handling sensitive data. They clarified that they exclusively employ an in-house machine learning algorithm that has undergone quality control and NLP tool testing. Due to employing tax funds, the company is cautious while making investments in technologies. Although some employees use ChatGPT or similar programs, they noted that the IT manager has made it clear that these tools cannot be used for internal confidential information.

4.1.5 Adaptation to New Communication Tools

According to [[INTERVIEWEE 1]], the implementation of AI is a wise decision that would improve the company's position. They mention that AI saves time, provides intelligence, and frees up time for other duties, which puts employees at ease using it. On the other hand, [INTERVIEWEE 6] believes that while they prefer human interaction, AI is vital in the modern environment. [INTERVIEWEE 5] also feels that AI has had a positive impact on their ability to learn and adapt to new communication tools and processes within their organization. They are grateful to live in an era where such opportunities exist. According to [INTERVIEWEE 7], AI has not significantly impacted their capacity to acquire new communication techniques and procedures; rather, they just adjust to new technologies as they become available. They rarely employ tools from other parties and instead mostly rely on Outlook-based technologies for security and license compliance.

[INTERVIEWEE 4] highlights that one tool suggests courses and learning opportunities based on skills and interests, and they find the chat box effective for anyone in the organization who needs to order an access. While [INTERVIEWEE 3] emphasizes the importance of asking the right questions at the right time to effectively use AI-based communication tools. They learned to ask more specific and direct questions to get desired information quickly. [INTERVIEWEE 2] also agrees that the impact of AI can be positive when it comes to learning new communication tools and processes. However, it all depends on the ease of use of the AI.

[INTERVIEWEE 6] believes that AI can be dependable and trustworthy as long as the data used is current and sustained over time. However, [[INTERVIEWEE 1]] mentions that the decision to deploy AI-based communication tools should be made by the business rather than the employees. They also stress the importance of adhering to GDPR and handling data properly to avoid security and privacy issues. They acknowledge that there are issues with less human engagement, incorrect queries answered, and unusual situations that can require adjusting the AI system. Additionally, [INTERVIEWEE 2] points out that it takes time for people to adapt to AI within the organization. Finally, [INTERVIEWEE 6] notes that when it comes to learning and adapting to new communication tools and processes within their business, it is easier to learn from humans. [INTERVIEWEE 8] explains as many others that they have yet to see any significant impact on learning or adapting but they hope that in the future, AI will be adopted within the company so that employees can access the database and find answers to their questions without having to go through the registry, which is currently a slow and tedious process. They mention that the current AI

tools they use are limited to non-confidential information and that they are hoping for more advanced AI tools such as cloud AI and edge AI.

4.1.6 Performance Improvement

The interviewees offered a range of perspectives on how companies and organizations handle training and supporting AI-based communication tools. Some businesses aim to have their tools to be intuitive and not require any training, but sometimes training is provided through PDf files or recorded videos for more complex tasks that require tutorials or user guides [INTERVIEWEE 2]. While for [[INTERVIEWEE 1]] the organization has provided training and support for employees in using AI-based communication tools. They have conducted live training sessions and recorded them for future reference. The organization promotes learning by doing and encourages employees to use the tools as needed for their work. A subject matter expert (SME) has been appointed to facilitate learning among peers, and there are shared resources, directives, and support centers that can be reached via chat or phone for individual assistance. In some cases, employees can access the tools through the organization's website and interact with a chatbot for basic inquiries [INTERVIEWEE 4]. If the chatbot cannot provide satisfactory answers or if the employee requires more personalized assistance, they can request to be directed to a live agent. The interviewee suggests that for their particular department, the use of AI tools is not heavily relied upon, so formal training or courses may not be necessary. However, they acknowledge that different departments within the organization may have their own specific approaches and requirements for using AI-based tools, which may involve training or different usage methods.

Physical face-to-face learning is being replaced by virtual learning tools or platforms like Skillsoft in many large organizations since it is effective and cost-efficient. All while organizations want the employees to feel more at ease when choosing where they want to receive their training. Many organizations are compelled to transfer training online, which the pandemic had an impact on, especially when it comes to AI-based communication platforms [INTERVIEWEE 6]. Interactive and micro training that is focused on using AI-based communication tools is lacking [INTERVIEWEE 8]. The interviewee also mentions that the current training places more of an emphasis on paperwork and regulations than it does on actually using the equipment. A self-explanatory AI-based trip permission system is also in place, and if something is done incorrectly, it prompts users interactively.

Some interviewees believed that their organization offered some training and assistance for the use of AI-based communication tools, while others expressed a lack of formal training. Where employees are not provided with any formal training and they learn how to use the tools through observation and by trial and error [INTERVIEWEE 3]. Every respondent mentioned some form of lack of training when it comes to AI-based tools, and one interviewee expressed the importance of training since AI is vital for business survival, and neglecting training in this area is a misstep. Digital meetings have been launched by the interviewee to inform their team about AI, emphasizing that knowledge and comprehension of AI are essential for employee retention and maintaining competitiveness. Job security apprehensions are acknowledged, and education is recognized as critical in adapting to changes in the job market [INTERVIEWEE 5].Others do not get their training from their companies but rather from the vendor that provides AI tools, sometimes providing some sort of tutorial [INTERVIEWEE 7].

4.1.7 Social Factors and AI Use

Many interviewees pointed out that rather than eradicating jobs, AI can actually create new ones. AI has the potential to eliminate jobs in general, but it will eventually benefit the workforce [[INTERVIEWEE 1]]. Some of the advantages of AI-based communication tools include that they are effective in some cases and the capabilities of tools like "The Grid" can provide personalized learning suggestions based on the users' interests and skills, but the effectiveness of learning from AI compared to learning from people can depend on the individual's learning style and the complexity of the topic [INTERVIEWEE 4].
There is also an importance of raising awareness and education when it comes to AI-based communication tools. They give an example of Finland's successful AI course that helped 100,000 people understand AI. They believe that knowledge is important in making informed decisions and overcoming fear [INTERVIEWEE 5]. But after COVID-19 the introduction of AI was required and resistance diminished [INTERVIEWEE 6]. Rather than social factors, individual personality traits, and preferences are more likely to have an impact on people's views about new technologies. Furthermore, they claim that as long as a tool functions well, most consumers do not really care if it is built on AI or not [INTERVIEWEE 7]. [INTERVIEWEE 8] also noted that administrative staff members were among the earliest adopters of AI products since it makes it easier for them to handle jobs like managing outside expertise and GDPR compliance.

On the other hand, team members worry that they will be replaced by AI since it is so efficient [[INTERVIEWEE 1]]. Older coworkers might be less willing to use new technology in general than younger employees [INTERVIEWEE 2]. There are worries about losing control over AI while also being annoyed when they cannot handle complex inquiries [INTERVIEWEE 3]. One interviewee mentioned that there was initially a lot of reluctance and resistance toward AI-based communication tools inside their team and department because of the need to learn how to use them and the uncertainty of their utility [INTERVIEWEE 6]. The success of these tools and individual preferences within the team or department might influence whether these tools are accepted or rejected. Fear and lack of understanding can lead to resistance, but it is necessary to help people understand what AI is and what it is not [INTERVIEWEE 5]. [INTERVIEWEE 8] observed that some seasoned workers reject employing AI-based communication tools in favor of sticking with their own ways of carrying out procedures. The level of competence rather than age appears to be the cause of this resistance.

4.1.8 Effectiveness of Team Interaction

AI-based communication tools have the ability to improve and streamline the communication process, according to one interviewee. AI is the current era's language, and businesses must use it in internal communication to keep up with the competition [[INTERVIEWEE 1]]. With the exception of expressing or seeking assistance from coworkers when it comes to problems using AI-based communication, another interviewee mentioned that they have not seen any drastic changes in the relationships and communication within the team with the introduction of AI-based communication tools [INTERVIEWEE 2]. While there might not have been any significant changes to the team's interaction, AI-based communication tools can be used to improve the structure and understanding of emails and to gain better explanations for logistics-related questions [INTERVIEWEE 3]. [INTERVIEWEE 4] mentions that when it comes to standard requests, the tools are used effectively. However, when the requests are more complex or not straightforward, they believe that the usage of AI-based communication tools is not optimized. With that

said, the most important part of the tool is its ease of use and usefulness of rather if it is AI-based or not [INTERVIEWEE 7].

There are also disadvantages to the use and introduction of AI-based communication tools, such as the concern of the danger of limiting human involvement and the necessity of making ongoing changes to the AI tool to guarantee that all queries may be resolved [[INTERVIEWEE 1]]. While another interviewee mentions that it is their job to educate and encourage individuals to embrace AI, they mentioned the fact that not everyone is comfortable with AI [INTERVIEWEE 5]. There has been a decrease in empathy and social connection within one interviewee's team and department. They acknowledge that relationships with coworkers are getting more difficult to preserve as communication becomes less personal and more professional, increasing the necessity for employees to communicate more emotionally in order to address how AI-based communication tools are affecting the human element of the workplace [INTERVIEWEE 6]. There is a chance that staff members will become overly dependent on AI and will do sloppy work. Additionally, some people still choose conventional communication techniques. Therefore it is critical to accommodate both tastes [INTERVIEWEE 8].

4.1.9 Factors Driving AI Use in Communication

The integration of AI-based communication tools is perceived as advantageous, as it increases the efficiency of contacts without necessarily altering how the team communicates, according to [[INTERVIEWEE 1]]. AI is viewed as the wave of the future and a tool that can help businesses improve their internal communication. The adoption of AI-based communication tools within organizations has been relatively quick, but it all depends on whether the tools are replacing older ones or not, as noted by [INTERVIEWEE 2]. [INTERVIEWEE 3] pointed out that the adoption of tools was swift and that they were quickly updated within their teams and calendars after being in the news. While [INTERVIEWEE 7] thinks that once new AI-based tools have been standardized, they should be used. The tool's capacity to increase productivity, such as through better spelling and grammar checks, is one of the elements that affect whether AI-based communication tools are adopted or rejected. For some technologies, like the translation tool, which was accepted within a week for budgetary considerations, the business has quickly implemented AI-based communication tools [INTERVIEWEE 8]. The adoption of alternative tools, including NLP tools that aid reading, has taken longer. Financial limitations, the need to save time, and employee opposition all have an impact on adoption.

Some organizations mandate the use of chatbots for communication with specific departments, as indicated by [INTERVIEWEE 4]. The effectiveness of these tools depends on adhering to the script, and adoption can be influenced by factors such as the availability of colleagues and the organization's policies. [INTERVIEWEE 5] reported that their organization established an information management department focused on AI-based communication tools about three years ago, and there have been significant changes in the past six months due to the impact of open AI and generative AI. There has been an increased interest in AI within the organization, and they are working to package and leverage their competencies to make the most of it.

[INTERVIEWEE 6] said that AI-based communication solutions have been quickly accepted within their organization, as businesses strive to save costs across the board, including travel charges. The impact of COVID-19 and the unstable economic climate has also influenced their adoption. The effectiveness of AI

communication tools reduces resistance, and there will be increased adoption as their quality increases. AI facilitates the simplification of routine processes and speeds up information sharing, enabling quicker decision-making and providing a competitive edge.

However, there are concerns that the use of AI-based communication tools may reduce human interaction and require constant adaptations to problems that AI might not be able to handle, as noted by [[INTERVIEWEE 1]]. [INTERVIEWEE 2] informed that users tend to prefer the old ways if they are still available, and the adoption rate is influenced by factors such as availability and convenience. [INTERVIEWEE 3] indicated that there is no significant adoption or resistance toward AI-based communication tools within their organization, and they have not received any formal training on how to use the tools. In their previous organization, some resistance was experienced when using chatbots because colleagues were readily available for assistance, as reported by [INTERVIEWEE 4]. While cost is a significant consideration, businesses need to assess whether AI is actually beneficial to their operations, as highlighted by [INTERVIEWEE 6].

4.1.10 Future Vision of AI in Communication

[[INTERVIEWEE 1]] suggested that AI-based communication will improve communication and provide assistance with repetitive tasks such as scheduling. [INTERVIEWEE 2] stated that the future of AI-based communication tools within their organization would depend on the advancement of technology and its functionality. Additionally, they believed that speech recognition would be used more for routine tasks like scheduling meetings. [INTERVIEWEE 3] indicated that AI-based communication tools would have a significant impact on their organization, particularly in the production area, where there are currently system issues causing production stops. They also mentioned that AI would provide a more centralized information source, making it easier to train and focus on the entire production scope. Furthermore, they believe that in 20 years or less, companies will have AI-based communication tools that will be applicable to everyone and will help streamline production processes by reducing manual intervention. [INTERVIEWEE 5] noted that AI-based communication would continue to evolve and change how people communicate, work, shop, and exchange information. They also believed that AI could be used to analyze data, make predictions, and create better value for citizens and organizations, providing society with an opportunity to stand back, learn globally, and create a better future.

[INTERVIEWEE 6] suggested that AI-based communication is the way of the future and will be required to handle large data and the world's growing complexity. They emphasized the opportunities that AI provides while also acknowledging the risks that come with it, which would need to be managed by humans. While [INTERVIEWEE 7] feels that leveraging big language models and GPTs to increase productivity will be the main goal of AI-based communication within their firm in the future. Adoption of these tools will be fueled by their ease of use and how quickly they can do problem-solving.

[INTERVIEWEE 8] is optimistic that AI will boost efficiency and production, but she also recognizes the value of interpersonal interaction. Meetings will continue to be vital, and AI will become better at acknowledging and valuing human interaction. Hopefully, AI will assist in activities like listening to conversations and identifying abusive language. However, it is important to occasionally give priority to physical connections with individuals.

[[INTERVIEWEE 1]] expressed concerns about security and privacy, which could impact the acceptance and usage of AI-based communication in their business. [INTERVIEWEE 2] did not see AI replacing conversations with colleagues in the near future.[INTERVIEWEE 4] believed that the future of AI-based communication within their organization would depend on the complexity of questions and how well the AI can process them. They mentioned that chatbots are best suited for simple questions and tasks. Moreover, [INTERVIEWEE 4] emphasized that it is important to verify the accuracy of answers given by AI, and the system should be designed to revise answers before giving them out. They also believed that there is still room for improvement in AI-based communication tools.

Finally, [INTERVIEWEE 6] mentioned how AI-based communication can improve the efficiency of specific tasks, such as enabling conversation while traveling, babysitting, or walking. They also highlighted that communication and cooperation would be more challenging without AI. [INTERVIEWEE 7] points out that the limiting factors for the adoption of AI-based communication tools will be license agreements and the cost of operating the tools.

5 ANALYSIS & DISCUSSION

The following section comprises an analysis by the authors. Where it is built on thematic analysis as stated in (3.4), and the result of it is provided in (Appendix 1).

5.1 Intra and Interdepartmental Communication

From the findings, we can see that AI has positive impacts on intra and interdepartmental communication overall. However, there are also potential negative impacts and areas for improvement. AI offers several advantages when it comes to intra and interdepartmental communication. One notable advantage provided by an interviewee is the improvement it brings to team interaction and communication within and between departments, offering efficiency, greater flexibility,and reducing time constraints. Another interviewee proposed that AI has proven to be successful in various areas of organizational communication. For instance, in finance, AI automation reduces manual labor and streamlines processes. In product sales, AI-powered tools enhance sales efforts, while internally, AI facilitates collaboration and minimizes disagreements among team members. These findings are consistent with the research by Santhosh and Sudevan (2020), who highlight the role of AI in data processing and improving teamwork and decision-making.

Other advantages noted by interviewees include AI's ability to shorten communications, improve clarity, and provide translation services for team members who are speaking different languages, scheduling, and meeting arrangements. On the other hand, some disadvantages and areas for improvement are identified. An interviewee acknowledges the effective use of AI in communication but believes ongoing enhancements are needed. Another interviewee points out that AI may not be as useful for deeper information or personalized responses. This limitation was also mentioned by Gunkel (2012), who argues that AI's impersonal nature may hinder effective communication, especially in areas where emotions and empathy play a significant role.

5.2 Communication Quality and Frequency

The positive impact of AI-based communication tools on the quality and frequency of communication, as mentioned by the interviewees, aligns with the findings of Farhi et al. (2022). According to their research, AI can enhance communication effectiveness, reduce gaps, and facilitate collaboration within organizations. This supports the notion that AI-based communication systems have contributed to improved communication within teams and across departments, as highlighted by the interviewees. Farhi et al. (2022) also emphasize the importance of having a clear strategy, ethical considerations, and employee readiness to adapt to new technologies for successful AI implementation. The interviewees' observations regarding the specific ways in which AI has improved communication quality, such as completing sentences, suggesting words, and answering frequently asked questions through chatbots, are consistent with the findings of Heo and Lee (2018). Their research indicates that AI-powered chatbots can improve communication frequency. The interviewees' positive experiences with AI communication tools align with the idea that these tools have made typing on smartphones and writing long emails easier, thereby enhancing the quality of written communication.

However, it is essential to consider the concerns raised by some interviewees regarding the potential drawbacks of relying too heavily on AI-based communication. One interviewee expressed concerns about the potential harm to the quality of communication and human contact in the workplace, echoing the caution raised by West et al. (2010). They warn against the negative impact of AI on communication quality, emphasizing that it can lead to impersonal and robotic communication. They stress the need to balance the benefits of AI with the importance of personalization and human interaction to ensure effective communication. These concerns raised by the interviewees are crucial in understanding the potential limitations and challenges associated with AI-based communication.

5.3 AI-based Communication vs Traditional Methods

AI-based communication has gained prominence in today's fast-paced world, offering several advantages over traditional methods, as highlighted by the interviewees. An interviewee praised the speed at which AI can provide responses, ensuring faster communication and reducing the reliance on humans for repetitive inquiries. This automation allows employees to save time and focus on more complex tasks (Na et al., 2022) and reduces errors in communication, such as sending emails with the wrong attachments or typos (Sohn & Kwon, 2020). Another Interviewee highlighted the efficiency and quick response time as notable strengths of AI-based communication tools. Directly answers questions and stores knowledge for reuse, AI enhances accessibility across different platforms. Another noteworthy point mentioned is the transition from document-based to information-based communication facilitated by AI.

However, there are drawbacks associated with AI-based communication. An interviewee sees that AI-based communication tools are not reliable for complex questions or tasks,while Hasija and Esper (2022) mention the lack of human touch and the possibility of misinterpreting messages as notable concerns. Another drawback is the potential loss of control over communication for employees, which can result in a sense of disempowerment and reduced job satisfaction, as highlighted by Vorm and Combs (2022). Another interviewee pointed out that while traditional communication methods, such as phone calls, are decreasing in popularity, the acceptance and preference for AI tools differ among different age groups and professional settings. Thus usability of AI-based communication tools varies based on

individual preferences and the specific communication context. Moreover, relying too much on AI could make people lazy and lead to a loss of personality and character in communication, as noted by another interviewee.

5.4 Reliability and Trustworthiness of AI Communication Tools

The reliability and trustworthiness of AI communication tools are vital for their successful adoption. While some interviewees express optimism about its reliability and trustworthiness, others raise concerns about potential errors and hazards, as well as technical issues and data ownership.

The automation of repetitive tasks is seen as an advantage, reducing errors and saving time (Na et al., 2022). However, without reliable and trustworthy tools, effective communication cannot be guaranteed. It has been observed that a lack of transparency and understanding of AI technology can result in distrust and hesitation to use AI-based communication tools (Vorm & Combs, 2022).

To address these concerns and build trust, it is crucial to provide employees with a clear understanding of how AI-based communication tools work (Hasija & Esper, 2022). Additionally, incorporating user feedback and designing user-friendly interfaces can enhance the reliability and trustworthiness of AI-based communication tools (Sohn & Kwon, 2020). Technical issues can also impact the reliability and trustworthiness of AI communication tools. An Interviewee points out the varying reliability and trustworthiness of different chatbots across different departments within a company. Another interviewee highlights technical issues related to third-party AI-based programs, such as difficulties in maintaining conversation history and voice recognition for non-native speakers. These technical challenges can undermine the overall reliability and trustworthiness of AI communication tools.

5.5 Adaptation to New Communication Tools

The Adaptation of AI-based communication tools offers several advantages to organizations, according to interviewees. First, it saves time by automating routine tasks, as also mentioned by Sturm et al. (2021), allowing employees to focus on more strategic and complex responsibilities. AI tools can provide intelligence by analyzing data and providing insights that can enhance decision-making processes. This can lead to improved efficiency and productivity within the organization. Additionally, AI frees up time for employees, as they no longer have to perform repetitive tasks, enabling them to engage in more meaningful work.

Furthermore, interviewees asserted that AI-based communication tools can facilitate learning and adaptation within the organization. AI has positively impacted their ability to learn and adapt to new communication tools and processes. AI-powered tools can recommend courses and learning opportunities based on individual skills and interests, aiding employees in acquiring new knowledge and skills. Employees can also benefit from AI's ability to provide personalized assistance and answer specific queries, allowing them to quickly access the information they need. This can improve their overall learning experience and help them adapt more effectively to new technologies.

The interviewees also shared some disadvantages and challenges associated with the adoption of AI-based communication tools. One significant concern is the potential loss of human connection and its impact on employee engagement. AI tools lack empathy and emotional intelligence, which are crucial for building relationships and effective communication. This can lead to a sense of detachment and reduce the quality of interpersonal interactions within the organization. Additionally, AI tools may generate information overload, overwhelming employees and affecting their productivity (Bhatt & Zaveri, 2002). The successful adaptation to AI-based communication tools depends on several factors.

5.6 Performance improvement

AI can significantly improve employee performance through personalized training, feedback, and data analysis (Aaltola & Taitto, 2019). One interviewee recognizes AI as vital for business survival and competitiveness and believes that neglecting training in this area is a misstep. Some interviewees launch digital meetings to inform their teams about AI and aim for intuitive tools that require no training. In contrast, others provide training through PDF files, recorded videos, live training sessions, and recorded sessions for future reference. The emphasis is on learning by doing and stressing the importance of knowledge and comprehension for employee retention and adapting to changes in the job market. By leveraging AI technologies, organizations can enhance their learning and development processes, inform decision-making, and improve overall business performance (Wilkens, 2020). However, it is important to balance the benefits of AI with potential drawbacks, such as the depersonalization of learning experiences and the risk of algorithmic bias (Argyris & Schön, 1997).

AI tools can be used to answer or help with commonly asked questions or tasks, which would improve efficiency, decision-making, improve overall business performance leaving the more important task to the employee (Wilkens, 2020). However, as one of the interviewees points out if the chatbot cannot provide satisfactory answers or the employee requires more personalized assistance, they can request to be directed to a live agent. This could suggest that some organizations have implemented a tired support system to cater to different levels of employee needs. Some organizations also have an AI-based trip permission system to guide users interactively and prompt corrections if something is done incorrectly, meaning that the employees can work with more confidence knowing that there is a system to help.

5.7 Social Factors and AI Use

Most of the interviewee's perceptions of the effectiveness and ease of use of AI-based communication tools play a role in their acceptance or resistance. Individuals' perceptions of usefulness and ease of use influence their adoption of new technologies (Davis, 1989). Organizations should ensure that employees perceive AI tools as useful and user-friendly to increase their adoption. The primary data also highlights concerns about potential job loss, fear of losing control over AI, and frustration when unable to handle complex inquiries. These concerns align with Davis's concept (1989) that individuals' perception of risks and benefits affects their adoption. Organizations should address these concerns by demonstrating the benefits and addressing any perceived risks associated with AI tools. One interviewee also mentioned that group norms could influence attitudes toward AI tools (Bostrom & Yudkowsky, 2014). Saying that administrative staff members were early adopters, suggesting that group norms may have played a role. Organizations should create a positive norm or expectation around the use of AI-based communication

tools by showing how it can help in doing ordinary tasks to encourage adoption. Following the primary data, there is an importance of trust in AI technology and the organization providing it. Trust is a crucial factor in the acceptance or resistance of AI-based communication tools, as per Kelly et al. (2022).

Furthermore, organizations should establish trust by ensuring the reliability, security, and transparency of the AI tools and addressing any concerns regarding data privacy or job security. Familiarity with AI-based communication tools can influence acceptance or resistance. One of the interviewees mentions the need to learn how to use them, and the uncertainty of their utility could create resistance toward the tools. Ghobakhloo et al. (2011) support this concept, emphasizing the role of familiarity in technology acceptance. Therefore, organizations must provide adequate training and support to familiarize employees with AI tools, reducing resistance and increasing acceptance.

5.8 Effectiveness of Team Interaction

According to one of the interviewees, AI-based communication tools have the potential to improve and streamline the communication process within organizations. Another interviewee points out that it can enhance the structure and understanding of emails, provide better explanations for logistics-related questions, and effectively handle standard requests. However, there are clear concerns about adopting AI as one interviewee expresses concerns about the potential danger of limiting human involvement with the introduction of AI-based communication tools. There is a perception that ongoing changes and updates to the AI tool are necessary to ensure that all queries can be resolved.

Another interviewee acknowledges the discomfort some individuals may have with AI, indicating the need for education and encouragement to embrace AI tools. One interviewee also raises concerns about decreased empathy and social connection within their team and department. This is due to the professional and less personal nature of AI-based communication. Individuals learn by observing and imitating others' behaviors (Bandura, 1977). employees may be more likely to adopt these tools if they see their coworkers effectively using them and improving team interactions (Festinger, 1954). The positive experiences of others serve as a model for behavior adoption. The human element of the workplace is considered important, and there is a need to find ways to address how AI-based communication tools may affect employee relationships. One interviewee points out that there is a chance that employees become overly dependent on these types of AI tools and would start to do sloppy work. This could be one of the potential negative side effects of adopting AI in internal communication. Employees may also feel pressure to use AI-based tools not to feel less skilled than their peers, even if they prefer more traditional ways of communicating(Festinger, 1954). Organizations need to create a supportive environment that values individual differences while still encouraging the learning of new technologies.

5.9 Factors Driving AI Use in Communication

For the most part, the interviewees view the integration and adoption of AI-based communication tools as advantageous and have been quickly adopted into their organizations as it increases efficiency without necessarily altering how the team communicates. Adopting these tools within organizations has been relatively quick, especially when they provide productivity improvements such as better spelling and grammar checks. The potential benefits of AI-based communication tools, such as streamlining processes

and enabling quicker decision-making, contribute to their adoption. The ease of use of these tools plays a significant role in their adoption. If these tools are too complicated or difficult to use, employees may resist using them, leading to poor adoption rates (Kuberkar & Singhal, 2020).

The interviewees also point out that some driving factors could be whether the tools replace older ones, financial limitations, the need to save time, and employee opposition. Availability and convenience of alternative methods can also impact adoption rates. This suggests that seamless integration with existing systems is a factor that influences adoption (Hamm & Klesel, 2021). If the tools require significant changes or disruptions to existing communication systems, employees may resist their adoption. Additionally, one interviewee expressed concern about always having to maintain AI tools to ensure that they get the results they are looking for, meaning maintenance is required to ensure that the tools maintain data security (Dora, 2022). This means that it can require both money and time to ensure the tools stay trustworthy and support the employees as they are meant to.

5.10 Future Vision of AI in Communication

According to the interviewees, AI-based communication tools have several potential benefits. As the interviewees explain, these tools can improve communication, assist with repetitive tasks, enhance productivity, streamline production processes, create better value for citizens and organizations, provide society an opportunity to stand back, learn globally, and create a better future. By analyzing large amounts of data, AI systems can anticipate user needs and provide personalized recommendations and responses (Davenport & Ronanki, 2018). As one of the interviewees discusses how they believed that speech recognition would be used more for routine tasks like scheduling meetings in the future. Which shows the impact of NLP technology on AI-based communication tools. It highlights the potential for more natural and intuitive communication between humans and machines, enabling advanced chatbots and virtual assistants to handle complex interactions and conversations through speech recognition (LeCun et al., 2015). It also means there could be increasing use of voice assistants and voice-activated devices for communication in the future. This transformation enables hands-free interaction and opens up new possibilities for communication in different settings (Fernandes & Oliveira, 2021).

However, several interviewees express security, privacy, and ethical concerns. There is an importance in addressing security and privacy concerns, which can impact the acceptance and usage of AI-based communication tools. There is also an emphasis on the need to verify the accuracy of answers given by AI and highlights the ethical responsibility of designing systems that can revise answers.

6 CONCLUSIONS

This paper discusses the process of adopting AI as a communication tool within a company, with its benefits and risks, to give companies a comprehensive view of it, considering that AI has become an essential part of the present and the future. After evaluating and analyzing the primary data, the authors believe that the process of adopting AI in internal communications within a company is a sensitive process that affects the approach to teamwork and internal collaboration. According to the themes that emerged from scientific theories, the advantages and disadvantages of this process were classified.

AI has enhanced intra and interdepartmental communication, improving team interaction and communication within and between departments, increasing efficiency and flexibility, and reducing time constraints. It offers advantages such as concise communication, increased clarity, language translation services for multilingual team members, and enhanced communication productivity within organizations. The potential of AI extends to significant performance improvement through personalized training, feedback, and data analysis, thereby informing decision-making processes and overall business performance. Moreover, it enhances team interaction and provides data-driven insights. AI-based communication tools have generally positively impacted on the quality and frequency of communication, improving communication within teams and across departments, and making typing on smartphones and writing long emails easier.

There are potential drawbacks associated with AI-based communication, such as the lack of personalization and human touch, which can hinder effective communication, particularly in areas where emotions and empathy play a significant role, where the risk of algorithmic bias. There is also a risk of creating communication gaps between employees and creating barriers to interdepartmental communication, leading to a lack of engagement and disinterest among employees. Additionally, excessive reliance on AI could lead to laziness and a loss of personal touch and character in communication. Social factors, such as individuals' perceptions of usefulness and ease of use, group norms, trust in AI technology and familiarity with AI-based communication tools, all of these factors influence the adoption of AI. Therefore organizations should address concerns about potential job loss, fear of losing control over AI and frustration when unable to handle complex inquiries.

Therefore, it is crucial to strike a balance between the benefits of AI and the importance of personalization and human interaction to ensure effective communication. Organizations should develop a clear strategy for AI implementation, taking into account ethical considerations and employee readiness to adapt to new technologies. Furthermore, organizations should establish trust by ensuring the AI tools' reliability, security, and transparency and addressing any concerns regarding data privacy and job security. It is also essential to monitor and maintain the quality of data intake to ensure accurate reporting. By doing so, organizations can successfully leverage the advantages of AI-based communication while mitigating the potential disadvantages.

6.1 Theoretical Contributions

This research contributes to the used theoretical frameworks by providing practical implications and empirical evidence that support and extend the existing theoretical frameworks, through the ten themes that this research examined, especially definitions of internal communication factors, which enhance the understanding of the advantages and disadvantages of AI adoption in internal communication within a company.

6.2 Recommendations for Future Research

For future research, there is a need to investigate the effectiveness of AI tools in internal communication across different industries, including small and medium-sized businesses. Additionally, further research is

needed on the impact of AI on employees' well-being and job satisfaction, as well as the long-term effects of AI adoption on organizational performance. Finally, studies on how AI can be integrated with other communication tools to create a more comprehensive and efficient communication system are also recommended.

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APPENDICES

Appendix 1

The chart below shows the results of the thematic analysis, in which the answers of the interviewees were analyzed separately according to the 10 themes (see Table 3). The answers were collected and analyzed for each interview. When the answers match the themes, they are coded with 1 otherwise they are coded with 0. At the end of each interview analysis, points were calculated to conclude the table below (Table 3). Which states a reasonable result in the interviewees covering all topics, as the results appear to be very close.

Summary of Thematic Analysis Grid

Interviewee	Themes									
	Intra and interdepartmental	Quality and frequency	AI-based Com vs. Traditional Methods	Reliability and Trustworthiness	Adaptation to new AI tools	Performance improvement	Social Factors and AI Use	Effectiveness of team interaction	Factors Driving AI Use in Com	Future Vision of AI in Com
INTERVIEWEE 1	4	3	6	7	3	6	3	7	5	4
INTERVIEWEE 2	6	2	9	4	3	5	5	8	5	1
INTERVIEWEE 3	2	6	6	7	4	3	1	8	4	1
INTERVIEWEE 4	5	2	1	8	9	4	3	8	6	2
INTERVIEWEE 5	5	7	8	9	13	5	9	8	9	10
INTERVIEWEE 6	5	6	5	6	8	4	5	5	3	4
INTERVIEWEE 7	4	7	7	3	5	2	3	2	2	2
INTERVIEWEE 8	6	4	4	6	8	3	6	7	4	3
Sum	37	37	46	50	53	32	35	53	38	27
Percentage	9%	9%	11%	12%	13%	8%	9%	13%	9%	7%

Table 3 Summary of Thematic Analysis Grid

Factors Driving AI Use in Com, 9%
Future Vision of AI in Com, 7%
Intra and interdepartmental, 9%
Quality and frequency, 9%
AI-based Com vs. Traditional Methods, 11%
Reliability and Trustworthiness, 12%
Adaptation to new AI tools, 13%
Performance improvement, 8%
Social Factors and AI Use, 9%
Effectiveness of team interaction, 13%