Exploring the Intersections of Artificial Intelligence, Organizational Behavior, and Communication Dynamics in the Modern Workplace

Ioseb Gabelaia
Kauno kolegija Higher Education Institution
iosebgabelaia@gmail.com

Ramunė Bagočiūnaitė
Kauno kolegija Higher Education Institution
ramune.bagociunaite@go.kauko.lt

Viktorija Navickienė
Kauno kolegija Higher Education Institution
viktorija.navickiene@go.kauko.lt

Purpose: While organisations struggle to improve efficiency and productivity, the interaction between AI, organisational behaviour, and communication dynamics tends to be complex in the rapidly evolving modern workplace. Moreover, understanding the implications of this intersection is necessary to encourage a balanced and effective workplace. Hence, employing AI technologies in organisational structures introduces challenges such as workforce adaptation, psychological impact, and communication patterns. This research explored how AI influences organisational behaviour and communication dynamics in the modern workplace.

Study design/methodology/approach: This study used a mixed method to explore organisational behaviour and communication dynamics across diverse industries comprehensively. This questionnaire aimed to gather respondents' experiences, focusing on organisational behaviour and communication dynamics. Furthermore, in-depth interviews were conducted with key stakeholders (n = 13) to obtain additional insights into goodness and trustworthiness. These interviews offered more depth and richness, providing insights into organisational settings. This mixed methodology ensured a complex understanding of the research problem, leveraging quantitative and qualitative data to enhance the analysis.

Findings: The research findings revealed the pathways to how AI influences organisational behaviour and communication dynamics. Initial analysis of survey data and interviews offered insights into employee perceptions, identifying potential challenges and opportunities. One major trait emerging from data analysis is employees' unstable levels of apprehension and enthusiasm regarding AI integration. While many view it as a mechanism for efficiency, productivity, and innovation, others indicate distress about job shifts and loss of autonomy. Understanding and adopting these opposing insights are fundamental for encouraging a positive organisational ecosystem for AI readiness and adoption.

Originality/value: By examining the impact of AI on employees' attitudes, collaboration, and communication patterns, this research contributes viable insights for organisations navigating the integration of AI into their structures.

Introduction

Recent major changes in the work environment are mostly associated with the period of COVID-19 pandemic (Espitia et al., 2022; Madero Gómez et al., 2022; Bal, Bulgur, 2023), which has led to a more flexible working system that has given opportunities for remote work (Bulgur, 2023) and also, increased usage of artificial intelligence (AI) in various sectors (Younis, Ibrahim, Azzam, 2024). Even after the pandemic is over, AI is being used, given that it can be applied in many areas and has many benefits (Benhamou, 2020); the position is taken that AI will only be integrated into the activities of organisations at an increasing rate. As

organisations strive to optimise efficiency and productivity, the interaction between AI, organisational behaviour, and communication dynamics is complex. Understanding the implications of this intersection is fundamental for fostering a balanced and effective workplace.

Integrating AI technologies into organisational operations introduces countless challenges regarding workforce adaptation, psychological impact, and dynamic communication patterns. Moreover, the changing nature of work environments raises questions about the potential consequences on employee engagement, team dynamics, and overall organisational effectiveness (Gabelaia, Bagočiūnaitė, 2024).

This research article explores relationships between AI, organisational behaviour, and communication dynamics and showcases the challenges and opportunities in the modern workplace. By examining the impact of AI on employees' attitudes, collaboration, and communication patterns, this research aims to contribute viable insights for organisations navigating the integration of AI into their structures.

Literature Review

Organisations active in the era of Industry 5.0, characterised by the integration of advanced technologies, to remain competitive must understand and adopt such tools as Generative Artificial Intelligence (AI) as it is crucial for shaping the future of industries (Gupta, Nair, Mishra, Ibrahim, & Bhardwaj, 2024). Organisations are increasingly integrating AI into their business models and moving towards more autonomous, efficient, and innovative operations (Dwivedi et al., 2021). Aydin and Karaarslan (2023) agree that generative AI, especially ChatGPT, is rising in popularity and gaining significant attention across organisations in various fields despite its early stages.

According to the latest Eurostat data, in 2021, 8% of companies in the EU used at least one technology of AI, 3% of companies used at least two, and 2% used at least three technologies of AI. In addition, the European Commission, in the 2030 Digital Compass, stated that by 2030, 75% of EU companies will use cloud computing services and perform big data and AI technologies. More than 90% of SMEs should reach at least a basic level of digital intensity.

Sarker (2022) describes AI as a leading technology incorporating human behaviour and intelligence into machines or systems to solve real-world issues. Generative AI is used in areas such as business, finance, healthcare, agriculture, smart cities, cybersecurity (Sarker, 2022), manufacturing, retail, supply chain, logistics, utilities (Dwivedi et al., 2021), and marketing (Gupta et al., 2024; Verma et al., 2021).

Understanding these AI tools' technical and structural elements is essential for organisations to integrate them into their operations effectively. Gupta et al. (2024) argue that AI is transforming content creation in a way that can enhance customer experience and increase return on investment (ROI) through personalised content and improved customer interaction. Analysis of user interactions with AI gives organisations valuable insights into consumer behaviour and expectations, which can shape organisational strategies in marketing, customer service, and product development (Aydin & Karaarslan, 2023). AI enables organisations to make smarter, faster decisions regarding the business process, ultimately improving the whole operation's productivity and profitability (Sarker, 2022); it is the key strategic element for innovation and efficiency increase (Dwivedi et al., 2021).

However, ethical concerns and the necessity for new skills are a few challenges organisations face when introducing this new, rapidly evolving technology (Dwivedi et al., 2021; Gupta et al., 2024). Organisations need to proactively address the ethical concerns surrounding the use of AI, including privacy issues, bias in AI outputs, and transparency of AI-driven decisions, as

well as implement strong data protection measures (Aydin & Karaarslan, 2023). Dwivedi et al. (2021) point out that AI is expected to profoundly impact the labour market regarding job displacement and job creation, which leads to the need for employee development and training. The decision-makers will be challenged to navigate the opportunities and challenges posed by AI and balance innovation with ethical considerations and societal impact (Dwivedi et al., 2021).

According to Aydin and Karaarslan (2023), a few key aspects exist to successfully integrate AI into organisations' operations. These include identifying areas where AI can add the most value. Authors suggest that these could be content creation, customer service through chatbots, personalised marketing, and process automation; training of employees in practical usage of generative AI tools as well as understanding its limitations; implementing cybersecurity measures to protect sensitive data; integrating AI with the existing IT infrastructure; implementing of pilot projects and constant monitoring of AI performance.

Although the integration of AI technologies into organisational processes caused great debates, emphasising AI's impact on workplaces as well as employees (Bankins et al., 2023), AI technologies are increasingly integrated into organisational processes; therefore, understanding its interfaces and impact on organisational behaviour is critical like never before. Scholars and practitioners agree that AI fundamentally changes organisational behaviour by augmenting human capabilities and automating routine tasks. This transformation allows organisations to harness creativity, improve decision-making, and foster a culture of innovation. However, some AI technologies raise concerns about reliability, stability, validity, etc. (Tippins, Oswald, McPhail, 2021).

Bankins et al. (2023) highlight the importance of customising how AI tools are designed and presented in the workplace. To fully benefit from AI assistance, the tools should be tailored to fit the unique circumstances (context-specific) of each workplace and the specific needs of its employees (employee-centred). It is emphasised that to facilitate employees' acceptance and use of AI technologies, they must trust technologies, be well prepared, and feel confident, so companies' organisational cultures should be innovative and supportive (Bankins et al., 2023).

AI influences communication dynamics in modern workplaces, improving internal and external communication processes to make them more effective, personalised, and data-driven. In scientific literature, the impact of AI on communication dynamics is mainly analysed through improved customer service (Feine, Gnewuch, Morana, & Maedche, 2019), AI-driven content creation (Gupta et al., 2024; Radziwill & Benton, 2017), and increased employee efficiency (Gupta et al., 2024).

According to Aydin & Karaarslan (2023), generative AI can be diversely applied in organisations for communication purposes; for example, chatbots are becoming increasingly popular, and organisations are exploring its use for customer service efficiency (Dwivedi et al., 2021) and other automated interactions. This improves the customer experience and reduces human workload, allowing employees to focus on more complex tasks (Feine et al., 2019). AI applications can automate the creation of reports, emails, and marketing content, reducing the time and effort required to complete these tasks. This automation enables personalised communication, increasing customer satisfaction (Gupta et al., 2024; Radziwill & Benton, 2017). The use of ChatGPT for collecting multiple sources indicates the potential of ChatGPT to be used as a research and information management tool in organisations (Aydin & Karaarslan, 2023). Besides, the workplace is one of the most important social spaces for people active in industries, and its features have changed from classical (before the millennium change) to modern (Namiq, 2018). The modern workplace is undergoing significant paradigm shifts driven by technological advances, changing workforce demographics, and societal values.

The four main features that define the modern workplace are diversity, cultural changes, technology, and the generation gap (Namiq, 2018). Moreover, the modern workplace is also about flexibility, a growing need to learn and improve, and an unstable work-life balance (Ruhle et al., 2018). Ruhle et al. (2018) note that in today's contemporary work environment there are a lot of various potential negative consequences, e.g., stress (Sparks et al., 2001; Sverke et al., 2002; Stansfeld & Candy, 2006; Weiß, 2017), impairments related to employees' physical or mental health, as well as overall well-being (Dobson, & Rosskam, 2009; Siegrist & Wahrendorf, 2016; Weiß & Süß, 2017) and job satisfaction. These consequences should be seen as substantiated threats to companies, as they tend to result in reduced work engagement and stronger intentions of employees to leave their jobs (Li et al., 2005; Kinnunen et al., 2008; Ruhle et al., 2018).

Organisations that successfully transition to these changes by integrating AI into their operations and adapting to new workplace paradigms will drive innovation. At the same time, those that fail to do so – might face significant challenges, such as operational inefficiencies, strategic blindspots, talent attrition, decreased competitiveness, etc.

Research Methodology

A mixed methodology was used to explore relationships between AI, organisational behaviour, and communication dynamics and showcase the challenges and opportunities in the modern workplace. The survey was distributed among employees across various industries, measuring their perceptions of organisational behaviour and communication dynamics in the context of AI integration. Simultaneously, in-depth interviews were conducted with key stakeholders, including managers and HR professionals, to gain deeper insights into organisational strategies and challenges related to AI implementation.

A mixed methodology explored relationships between AI, organisational behaviour, and communication dynamics. The research had two phases, a quantitative (survey) phase and a qualitative (interviews) phase, highlighting the challenges and opportunities in the modern workplace.

Quantitative Phase - Survey

In this phase, a structured survey tool was designed based on selected theories, reports, and organisational behaviour and communication literature. The survey was then distributed electronically to diverse employees across various industries, measuring their perceptions of organisational behaviour and communication dynamics in the context of AI integration. Participants were selected using convenience sampling to ensure representation from different organisation sectors. The survey measured vital constructs such as organisational culture, leadership styles, communication effectiveness, and trust. Respondents were asked to rate their experiences and perceptions on a Likert scale, providing quantitative data for analysis.

Qualitative Phase - In-Depth Interviews

Simultaneously, in-depth interviews with employees offered more profound insights into organisational challenges and opportunities related to AI implementation. Purposive sampling allowed the authors to select respondents with rich experiences and perspectives relevant to the research aim. In-depth interviews with the selected stakeholders were completed to investigate their experiences and perceptions regarding organisational behaviour and communication dynamics. The interviews were Zoom-recorded and transcribed, shared with respondents to confirm their narrative, and only afterwards used for data analysis.

Data Integration and Analysis

The data from the survey and the interviews were analysed with triangulation, and quantitative and qualitative insights were synthesised. Quantitative data analysis involved descriptive statistics, while qualitative data were analysed using thematic analysis to pinpoint regular themes, patterns, elements, and unique insights. The authors followed the ethical guidelines throughout the research process, ensuring participant confidentiality, informed consent, and data protection.

Research Findings

The survey was distributed among employees across various industries, measuring their perceptions of organisational behaviour and communication dynamics in the context of AI integration.

Survey Results and Analysis

Respondents were reached using snowball and convenience sampling techniques. Convenience and snowball sampling involves choosing participants based on their accessibility and proximity to the researcher. Overall, 199 respondents voluntarily participated in the survey study.

To have insights on different industry categories for the survey was fundamental, as it offers insight into the industry composition and adds relevance to the research study. Of 199 respondents, 23 represented the IT sector, creating 11.6% of the total; 17 healthcare with 8.5%; 32 Banking/Finance with 16.1%; 21 education with 10.6%; 8 manufacturing with 4.0%; 26 retail, with 13.1%; 33 hospitality, with 16.6% l; 3 government, with 1.5%; 24 non-profits with12.1%, and lastly, 12 respondents with 6.0% of the total chose not to identify industry. Besides, all respondents had various years of experience. Thirty-two respondents had less than one year experience, with 16.1% of the total; 41 respondents, 1-2 years, with 20.6%; 49 3-5 years, with 24.6%; 31 respondents, 6-10 years, with 15.6%; 27 with 11-15 years, for 13.6%; 11 respondents, 16-20 years, constituting 5.5%, and eight respondents, 21+ years constituting 4.0% of the total.

Employing AI technologies in organisational structures introduces challenges such as workforce adaptation, psychological impact, and communication patterns. Moreover, the changing nature of work environments raises questions about the potential consequences on employee engagement, team dynamics, and overall organisational effectiveness. Hence, the authors surveyed respondents to rank different aspects of the modern workplace based on their importance on a scale of 1 to 5, with 1 being the lowest and 5 being the highest. "Workplace adaptation" was the first aspect, and feedback from respondents was divided. Approximately 41% stated it was important, while another 39% indicated it was not. Additionally, "psychological impact" was ranked as an important aspect by 42.8% of respondents. This indicates the significance of organisations caring for employee well-being and work-life balance.

On the other hand, "communication patterns" received the lowest ranking, with almost 44% of respondents identifying it as the least important aspect, while 29.6% were neutral. Similarly, "employee engagement" received similar rankings, with almost 44% stating that it is not an important aspect of the workplace, while 30.2% remained neutral. There was also confusion around "team dynamics," with respondents torn on its importance. Around 37.7% of respondents stated it was unimportant, while 36.7% stated it was important. Lastly, "overall organisational effectiveness" had almost an equal distribution of responses. It received around

22% importance in every ranking except "2". Respondents do not fully agree on the importance of all the aspects offered to them.

The survey participants were requested to evaluate statements regarding the integration of AI technology in the contemporary workplace using a scale of 1 to 5, with 1 representing the lowest and 5 the highest. Figure 1 displays the comparison of the statements. The initial statement, "The role of AI impacts Organizational Behaviour Dynamics," was supported by approximately 52% of the respondents. In comparison, around 37% believed that AI does not have an impact. This indicates varying perspectives on the integration and impact of AI in the modern workplace. The second statement, "AI affects interpersonal communication in organisations," received agreement from about 64% of the respondents, while only approximately 20% believed that AI has no effect. Given that interpersonal communication in organisations is a fundamental aspect of behaviour dynamics, the responses to the two statements were similar.

The third statement, "AI influences employee perceptions of organisational behaviour in the workplace," elicited mixed feedback. For example, 21.1% strongly disagreed, whereas 22.1% strongly agreed. Additionally, 23.1% remained neutral in their response, indicating that employees are not fully engaged in the process of change or organisational transformation. The subsequent statement, "AI impacts organisational productivity and efficiency," resulted in divided feedback, with 31.7% in disagreement compared to 33.7% in agreement. This underscores the significance and importance of the issue within organisations. The final statement, "The implication of this intersection is necessary to promote a balanced and effective workplace," was supported by 37.2% of the respondents who believed this intersection could establish a robust modern workplace, while 22.6% indicated disagreement. This still demonstrates a favourable distribution, highlighting the necessity of this intersection.
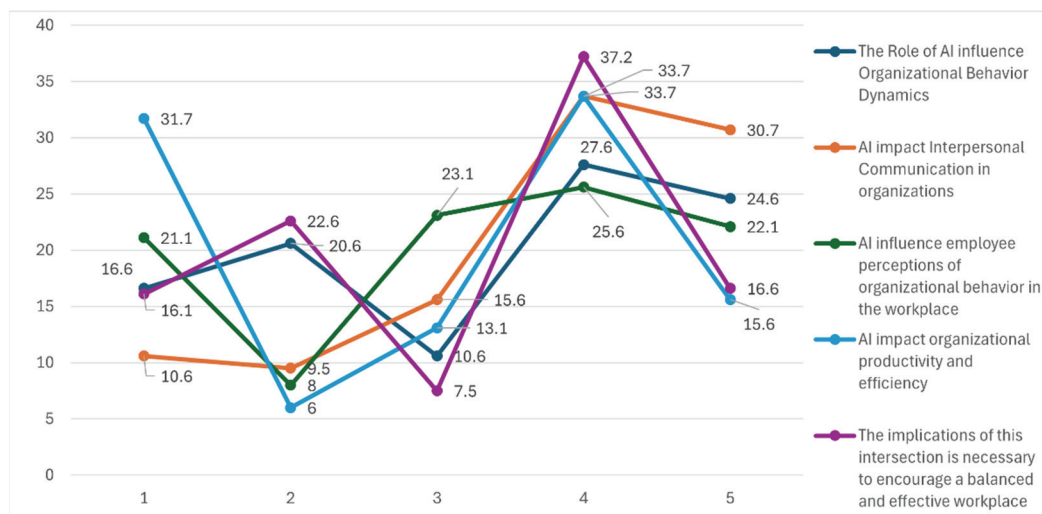
Figure 1. The Intersection of AI, Organizational Behaviour, and Communication Dynamics

To determine if the variables of Organizational Behaviour, Communication Dynamics, and Work-Life Balance are statistically significant predictors of the impact of artificial intelligence in the modern workplace, multiple regression analysis was chosen to run the SPSS analysis.

A multiple regression analysis was conducted to determine the extent to which organisational behaviour, communication dynamics, and work-life balance predict the impact of artificial intelligence on the modern workplace. Results of the analysis revealed that the combination of independent variables significantly predicted Artificial Intelligence impact in the modern workplace, $F (3, 196) = 67.143$, $p < .001$, accounting for 51% ($R^2 = .507$) of the variance in Artificial Intelligence impact. The variables of organizational behaviour ($\beta = -.285$, $p < .001$), communication dynamics ($\beta = .407$, $p < .001$) and work-life balance ($\beta = .275$, $p < .001$) were

statistically significant predictors. Table 1 provides the unstandardised regression coefficients (*b*), the standard error for the unstandardised regression coefficient (*SE b*), standardised regression coefficients (*β*), and the variance (R^2) explained.

Table 1. *Multiple Regression Results for Artificial Intelligence Impact*

Variable	*B*	95% CI for *B*		*SE B*	β	R^2
		LL	*UL*			
Constant	-5.685***	-7.338	-4.032	.838***		.507***
Organisational Behaviour	-.117***	-.159	-.075	.021***	-.285	
Communication Dynamics	.020***	.015	.026	.003***	.407	
Work-life Balance	.016***	.009	.022	.003***	.275	

Note. CI = confidence interval; *LL* = lower limit; *UL* = upper limit

*p < .05, ** p < .01, *** p < .001

In-depth Interview analysis

The authors interviewed 13 stakeholders with 4-9 years of experience implementing AI in the modern workplace. Respondents represented two tech companies, three SMEs in hospitality, and two front-end developers. Most interviews were conducted face-to-face and lasted around 25-30 minutes.

Based on the interview responses, the authors identified three major themes: the impact on organisational culture, communication dynamics, and work-life balance.

Analysis of Impact on Organizational Culture, Communication Dynamics, and Work-life Balance

Respondent A emphasised that AI technology integration has revolutionised our organisational culture, making us more flexible and open to change. In contrast, Respondent B raised concerns about AI technology streamlining processes but weakening traditional values, leading to a growing sense of disconnection among employees. Additionally, Respondent M mentioned that AI technology has changed our organisational culture, promoting innovation and adaptability. Furthermore, respondent L pointed out that while AI technology brings efficiencies, it erodes traditional values and creates a separation among employees.

The different perspectives on AI technology as a medium for positive cultural transformation or a threat to traditional values may stem from adaptations in organisational contexts and leadership approaches. Organisations that successfully integrate AI technology while sustaining core values often experience horizontal transitions and higher employee satisfaction. Organisations must establish a balance by leveraging AI technology to enhance agility while safeguarding core values through effective leadership and cultural initiatives.

Respondent C stressed that technology has enhanced communication, promoted collaboration among teams and in different locations, and made real-time exchanges possible. Respondent D warned that despite its convenience, miscommunication is common, as digital interactions lack the restraints of face-to-face communication, often leading to misunderstandings. According to Respondent G, technology has renovated communication, enabling seamless collaboration and knowledge sharing. On the other hand, Respondent H argued that digital communication lacks the richness of face-to-face interactions, often causing misunderstandings and straining relationships.

The contrasting opinions on communication dynamics emphasise the dual impact of AI technology. While it increases openness and accelerates collaboration, it also exhibits

challenges such as misunderstanding and information overload. Effective communication strategies, incorporating clear principles for digital interactions and consistent face-to-face meetings, are fundamental for addressing these challenges. These opposing opinions highlight the complexities of communication dynamics in the digital era.

Respondent F stated that AI technologies provide flexibility, allowing remote work and improving work-life balance. It has given employees the capability to manage their schedules effectively. In contrast, Respondent G contended that continuous connectivity shadows the line between work and personal life. It is difficult to disconnect, leading to burnout and reduced productivity. Respondent E asserted that AI technology allows for adaptable work setups, promoting work-life balance and employee happiness. Respondent M argued that the constant nature of technology shapes boundaries, forming challenges in disconnecting and leading to burnout.

The discussion on work-life balance emphasises the ongoing attempts to utilise AI technology's advantages while avoiding its drawbacks. While remote work preferences provide flexibility, organisations must prioritise employee well-being by setting boundaries and encouraging digital detox practices. Finding a middle ground between remaining connected and disconnecting is fundamental for maintaining long-term productivity and morale. The discussions on work-life balance emphasise AI technology's double-edged impact on employee welfare.

In conclusion, the intersection of AI, organisational behaviour dynamics, and interpersonal communication presents a complex framework challenged by technological innovation and societal norms. While AI technologies are promising, their impact extends beyond mere efficiency gains. By critically analysing the relationship between AI technologies and organisational dynamics, we can navigate the complexities and ensure that human values and well-being remain at the forefront of organisational evolution.

Conclusion

Integrating artificial intelligence technology has impacted organisational behaviour and communication dynamics. The authors explored the Intersection of Artificial Intelligence, Organizational Behaviour, and Communication Dynamics in the Modern Workplace. Summarising the literature review and practical data, adopting AI-driven solutions offers organisations high productivity, collaboration, and innovation improvements. However, they also present challenges. Moreover, AI has facilitated a shift towards data-driven decision-making, empowering employees to use AI technology that enhances performance, job satisfaction, and motivation.

The authors used triangulation to synthesise survey and interview findings. The research findings underlined the complicated paths through which AI impacts organisational behaviour and communication dynamics. Consequently, the firsthand analysis of surveys and interviews delivered valuable insights into how employees adopt and push back these changes, thereby uncovering probable challenges and opportunities.

One primary trait from the synthesised data was employees' varying uncertainty and enthusiasm concerning AI integration. While many view it as a motivation for efficiency and innovation, others voice worries about job shits and loss of autonomy. Understanding and managing these divergent perceptions are necessary for promoting a positive and promising organisational ecosystem for AI readiness and adoption.

Moreover, the synthesised data emphasised the significance of clear communication channels within organisations experiencing AI transformations. Transparent and constant dialogue about

AI purposes, procedures, and potential impacts can support and mitigate uncertainty and build employee trust. Besides, providing options for involvement in decision-making could empower employees to navigate AI integration more effectively.

Likewise, the research findings stressed the necessity for upskilling and reskilling to prepare employees with the essential competencies to succeed in an AI-driven ecosystem. Supporting training programs encourages a culture of continuous learning and adaptation within the organisation.

Implications of the study

The implications of AI adoption for other organisations are fundamental. Organisations considering AI adoption should recognise the potential of AI technology as it nurtures organisational behaviour and communication dynamics. They must also be invested in addressing any challenges. The most fundamental challenge is resistance to change. According to research, employees do not fully support AI technologies. By implementing an AI governance ecosystem, organisations can maximise the benefits of AI integration while mitigating risks.

Recommendation

Based on the research findings, the authors offer several recommendations to navigate the influence of AI on organisational behaviour and communication dynamics. First, organisations should prioritise transparent communication. This fosters a culture of openness and trust regarding AI adoption. Second, invest in upskilling and reskilling programs to equip employees with the essential competencies to ensure their continued contribution to AI adoption. Lastly, opportunities for employee involvement in decision-making processes regarding AI transformation should be developed. Therefore, implementing these recommendations will allow organisations to utilise AI's transformative power and foster an adaptive organisational culture.

Future research

Future research should explore the long-term effects of AI integration on organisational behaviour and communication dynamics. It must also address challenges such as remote and hybrid work and their impact on future job design and skill requirements. Moreover, analysing a business or business's application of AI in organisations and its impact would also be beneficial.

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