

**Changes in Organizational Communication since ChatGPT
AI Usage in Romania for internal and external corporate communication**

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**Промени в организационната комуникация след ChatGPT
Използване на AI в Румъния за вътрешна и външна корпоративна
комуникация**

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Бележки за автора

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Авторът няма известен му конфликт на интереси, който да разкрие.

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Abstract

Since their apparition, Large Language Models have been highly used by both individuals and companies for a plethora of personal and professional activities. Considering its capacity of generating text, using large amounts of data available as well as its accessibility, ChatGPT proves to be a useful tool for internal and external communication within companies worldwide. This paper focuses on exploring the changing dynamics in terms of information diffusion between managers, employees, colleagues, and stakeholders within international corporations, with a particular emphasis on the European and American research conducted in the last two years and the personal experiences of ten Romanian managers that use language models in their professional activities and communication. The results show a direct correlation between the usage of ChatGPT to convey important information or assign tasks to the employees, and their augmented productivity, due to better time management and an increased clarity of the delivered messages. While oral communication still plays an important role in establishing personal relationships at the workplace, the written one, facilitated by virtual platforms, is gaining more popularity. This study aims to be a starting point for any future, in-depth analysis of the changing communication organizational dynamics in Romania.

Keywords: ChatGPT, organizational communication, digitally mediated communication, employer-employee relationship

Резюме

От момента на появата си големите езикови модели са широко използвани както от частни лица, така и от компании за множество лични и професионални дейности. Като се има предвид способността му да генерира текст, използвайки големи количества налични данни, както и неговата достъпност, ChatGPT се оказва полезен инструмент за вътрешна и външна комуникация в компаниите по целия свят. Настоящата статия се фокусира върху изследването на променящата се динамика по отношение на разпространението на информация между мениджъри, служители, колеги и заинтересовани страни в рамките на международни корпорации, като се обръща специално внимание на европейските и американските изследвания, проведени през последните две години, и на личния опит на десет румънски мениджъри, които използват езикови модели в своите професионални дейности и комуникация. Резултатите показват пряка връзка между използването на ChatGPT за предаване на важна информация или възлагане на задачи на служителите и повишената им продуктивност, дължаща се на по-доброто управление на времето и по-голямата яснота на предаваните съобщения.

Въпреки че устната комуникация все още играе важна роля в установяването на лични отношения на работното място, писмената, улеснена от виртуалните платформи, набира все по-голяма популярност. Настоящото проучване има за цел да бъде отправна точка за всеки бъдещ задълбочен анализ на променящата се организационна динамика на комуникацията в Румъния.

Ключови думи: ChatGPT, организационна комуникация, дигитално опосредствана комуникация, взаимоотношения работодател-служител

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Changes in Organizational Communication Since ChatGPT

Introduction

We are currently living in an era where technology is progressively shifting into one of the most important and indispensable aspects of our lives. Since its first mention as “Artificial Intelligence” in 1955, as part of McCharthy’s project (Mitchell, 2019), this incredibly prolific and continuously evolving technology has become the driving force for a series of activities and projects that are meant to increase the world’s ability to cope with the majority of its pressing problems. In „The Atlas of AI”, by reviewing the opinions of some influential scientists that are well-established in the domain, Kate Crawford (2021) describes the expectations associated with AI as being drawn from “a desire not to create an atlas of the world but to be the atlas-the dominant way of seeing” (p.11). Considering the increasing demand for AI-powered devices worldwide, and the numerous ongoing projects that are meant to satisfy it, Crawford’s observation could become a reality shortly.

The fact that Artificial Intelligence serves so many purposes makes it well-suited to a large number of different fields of activity, thus redefining the way they are carried out. This is one of the reasons why it is imperative to understand and recognize the important role that AI plays in shaping social dynamics and people’s existence as a whole. For a long time, one of the reasons why machines were considered incapable of becoming sentient was their inability to pass Turing’s (1950) “imitation game”. However, nowadays, taking into consideration the interactions users have with GhatGPT (“Chat Generative Pre-trained Transformer”), some would argue that the test has already been passed by AI. According to the researchers, “The development of ChatGPT was driven by the desire to create a highly sophisticated and versatile AI language model capable of assisting in various tasks, including text generation, translation, and data analysis” (Ray, 2023, p.121). These features make ChatGPT a valuable tool for all people who are interested in getting most of their questions answered faster in one place, which helps them save more time as opposed to searching for information by browsing multiple web pages and not always knowing which source to deem the most trustworthy. Moreover, the already blurred line between the real and the virtual world fades even more when one can use an intelligent bot for a plethora of different activities: “The current ChatGPT phenomenon has signaled a new era of Artificial Intelligence moving from Algorithmic Intelligence to Linguistic Intelligence where interactive activities between actual and artificial, real and virtual, human and machine play an active and important role online and in real-time” (Wang et al., 2023, p.831). The 2023 “Digital Progress and Trends Report” (Qiang, 2024) shows that “LLMs are

now among the most sophisticated and costliest AI developments” (p.86), being increasingly used as an industrial level since 2020 (p.87).

Moreover, to satisfy the growing demand for products and services, companies and organizations have also started to employ intelligent bots, such as ChatGPT, to work as first-line assistants in the interaction with their customers, thus proving confidence in the bots' ability to convey useful information by analyzing the user's needs. According to a study conducted in February 2024 by SEO Specialist Kateryna Cherniak, "58% of B2B companies integrate bots into their websites" and "Among companies utilizing AI bots, 46% employ them for voice-text dictation. 26% use them for team collaboration and 24% for employee calendar management". The companies that refrain from implementing AI bots explain their decision by invoking a “lack of applicable use cases”, “security and privacy” concerns, and the elevated cost of such technology. These statistics and the reasons for implementing the bots show the incredible evolution that they had within a very short period, since 2018 when ChatGPT was first introduced to the public (Raj et al., 2023, p.1). The benefits brought by AI are numerous and undeniable: "By embracing AI, firms can streamline and mitigate risks. Such improvements underpin potential growth in revenue and profits, better customer relationships, and market expansion. Several studies have shown that firms that have invested in and deployed AI have experienced higher growth in product innovation, labor force, sales profits, net operating efficiency, and market valuations" (Wang et al., 2023, p.87). However, researchers draw attention to some of the bot's issues, such as: "maintaining context", "handling ambiguity", "personalization", "common sense reasoning", and "emotional intelligence" (Ray, 2023, p.122). Because technology has made it easier for customers to conduct the majority of their activities online (Shah, 2023, p.1), it is important to analyze how these interactions happen when mediated by an intelligent bot, as well as the dynamics inside the businesses and organizations that decide to implement or use them in their daily tasks. The main objective of the present study is to explore the different changes that have taken place in organizational communication since the implementation of ChatGPT and the emergence of AI in the organizational sector, with a particular emphasis on the literature review of the most recent articles written on this topic, as well as on the particular experiences of ten Romanian managers working for international companies, who are actively using conversational bots, such as ChatGPT to perform their daily tasks. The conducted interviews will thus allow the discovery of different practices, usage, and impact of human-AI collaboration in solving problems, improving communication within the business and with the clients, as well as delivering information

between departments. According to Bucăța and Rizescu (2017), for an organization to work properly, and maintain its status, it needs to constantly adapt to a society that is always shifting, especially in the digitalization context (p.49). The researchers analyze the "managerial structures" and lay out a series of focus points that should be considered particularly important, such as the people that they coordinate and the dynamics within working groups (Ibid.), the incentives that they use to keep them motivated (p.52), and the techniques used by managers to promote a healthy work environment, fostering respect and appreciation among the members of a team and across departments (p.55). In all these dynamics, communication plays the leading role, as it "facilitates relationships between people", and "establishes an environment beneficial to the internal development of the organization" (p.56). Managers are therefore the ones in charge of the social dynamics within the company, and the information flow between departments, which makes them the main communicators within an organization.

Communication dynamics within organizations and corporate communication

The particular ways in which managers relate to communication within an organization have been analyzed by numerous researchers who were particularly focused on the important role that communication dynamics play in improving the functioning of an organization. One of the most suggestive studies of organizational communication belongs to Annette Nevin Shelby (1993), who, using as reference the research she found to be the most relevant, conducted a comprehensive study on the advantages and limits of organizational, business, management, and corporate communication. The researcher demonstrates that "organizational communication provides theoretical grounding and situational context for the other four fields" (p.262), which means that it encompasses all the domains while remaining particularly oriented towards internal communication (p.262). The main purpose of the present study is the analysis of both internal and external dynamics as far as the communication process is concerned. It will therefore place a particular emphasis on corporate communication, whose main characteristics, according to Shelby, are the following: "Its locus is collectivities that exist inside and outside organizations. Its focus is intervention, based on both analysis...and synthesis. Its practical grounding is skills and method" (p.254). According to Goodman (2000), corporate communication plays a "vital" role (p.69), because the majority of the internal and external actions that are meant to satisfy the objectives of the company depend on it. Among the actions deemed by the researcher to be the most important are the following: "public relations, investor relations, employee relations, community relations, media relations, labor relations, government relations, technical communication, training, and employee development,

marketing communication, management communication" (Ibid.), which makes the communication "more art than science" (2000,p. 69). This observation is revealing, because it highlights the strategic and moral impact of organizational communication, while also insisting on people's capacity to become creative, to deliver a certain message in a way that it could reach the receiver as it was first conceived, without being altered by the context.

Cornelissen (2017) defines corporate communication as being "complex in nature" (p.3), thus drawing attention to its important ramifications compared to the organization as a whole: "corporate communication transcends the specialties of individual communication practitioners and crosses these specialist boundaries to harness the *strategic interests of an organization at large*" (Cornelissen, 2017). Because the main purpose of corporate communication is maintaining good relationships, both internally, between its members, and externally, with the clients, it is important to reflect on the numerous aspects that need to be taken into consideration to ensure its good functioning. Among the factors that influence corporate communication, Goodman (2000) identifies the following: "new sophistication in customers, or audience; new media technologies; more widespread ethical environment; stronger economic factors; and new strategic alliances" (p.70). In essence, these factors are based on the globalization that intensifies consumerism, thus forcing companies to regularly pass through a series of changes that are meant to ensure a fast adaptation to the various consumer demands. Considering the recent progress in the technological domain, and AI in particular, it is only natural to assume that it could also influence organizational communication as a whole.

Digitalized communication within corporations

In a study focused on the changes produced by the new technologies regarding how companies work, Klewes et al. (2016) identified twelve "trends" that prevail inside a company, out of which, three strictly refer to organizational communication. The first trend, named "Connected Work-Together we are strong" (p.25), refers to the company's members' ability to communicate fast, through digital platforms, not only within the company, among employees, but also outside it, with collaborators who are located in a different geographical area. On one side, the online space facilitates communication and makes activities more efficient in a dynamic where all its members are connected, and the information is very easily obtainable. On the other side, researchers notice that hyper-technologization could reduce creativity because all work is intensely monitored by software programs and algorithms: "The employment relationship is changing into an employment deployment. What is more, software

increasingly determines work processes. That makes organizations more homogenous and efficient but in some area perhaps less creative and system driven" (pp.25-26). While fast and efficient, digitally mediated communication could make it difficult for employees to form relationships with their colleagues because some of the inevitably created rituals by the office work, such as "the water cooler or the smokers' corner" (p.26) cannot be replicated in the virtual world.

Another trend that the authors noticed is explained through the following question "More Creativity - What will the „Digital Prodigies" Achieve?" (Ibid.), and refers to the number of devices and intelligent systems that are designed to become increasingly autonomous and replace people in a high number of activities. If this narrative comes true, the human will assume the role of supervisor for the robots and will be able to intervene only to correct an eventual error or provide more data to the robots, which means that employees should re-evaluate how they communicate and find new and creative ways to deliver information: "A truly creative and highly innovative corporate culture is only inspired and encouraged by breaking taboos, by „breakthrough communication", from the bold external campaign to creative offline internal communication" (p.27).

The third trend identified by Klewes et al. (2016) was named "Here Today, There Tomorrow the Quest for Identity" (Klewes et al., 2016.), and explores the direct connection between the uniformization of communication and the advantages of this process, such as: transgressing the limits between departments, communicating freely, and making group decisions. To face the constant technological evolution, companies will have to permanently change the requests associated with different occupations, which means that employees will become specialized in new domains, and their activities will increasingly diversify. Additionally, according to the researchers, managers who adopt an authoritarian style will have to implement new tactics because they will no longer be able to completely control their employees (p.28). Moreover, the majority of the changes will be implemented to test the best way to conduct activities, because the traditional models will become old: "Manifesto for agile software development, the guiding principle will be preferably to try things out and rectify them if need be rather than to die striving for perfection" (p.28).

LLMs usage for external communication

The proper functioning of companies is not only influenced by the internal dynamics and the communication between employees and employers or between the company's representatives and collaborators but also by their relationship with the clients. This is the

reason why, to form an objective perspective on the changes produced by AI as far as organizational communication is concerned, it is important to extend the analysis to the effects that it could have on the beneficiaries of the company's services. In a study conducted by Raj et al. (2023) on the effects that the usage of ChatGPT has on companies, the researchers identify a series of advantages, such as: “improve the customer experience, and, eventually, revenue”, “Customers shall receive the same quality of service regardless of the channel via which they contact the business”, “substantial cost reductions for the firm”, “automating common processes and simplifying workflows, resulted in increased efficiency and productivity” (p.8). However, the researchers notice the important role that managers play in ensuring that the Chabots do not assimilate devious or discriminatory behaviors, by constructing a database that only contains the information that the company considers to be relevant to the clients. Moreover, the information needs to be updated, and lack errors. This is the reason why companies that decide to use intelligent bots should constantly supervise them and make sure that they satisfy the specific needs of the company (p.8).

In an article published by “The Harvard Gazette” (2020, Oktober 26), titled “Great Promise but the Potential for Peril”, the author draws attention to the risk represented by the progressive AI immersion in the majority of industries, to decide for the people. The main reason why companies use intelligent systems is, according to the author, the fast way in which they process an impressive amount of data in a very short period, without making errors, except the situations when they do not have enough data regarding the action or task that they need to fulfill. Work is thus perceived as a collaborative activity between people and machines, to reach a common goal. Because, in this type of dynamic, the human will always be the one to decide whether or not an action will be implemented, and whether to continue or stop the collaboration with AI, the advantages of this type of technology are obvious. However, because intelligent systems need specific data to offer personalized help, the author insists on the necessity to consider three important aspects, such as: “privacy and surveillance, bias and discrimination, and perhaps the deepest, most difficult philosophical question of the era, the role of human judgment” (p.11). The article thus provides a realistic perspective on the dynamics between AI and people, highlighting the important role that humans play, and that should not be ignored. The current state of the research in the domain of Artificial Intelligence development allows people to control and limit the power of intelligent algorithms. However, considering the huge socio-economic implications of this technology, a change of perspective and an evaluation of the personal interests of the big company managers could be imposed.

The speed with which intelligent systems can perform a variety of tasks makes them useful tools to streamline work and reduce related costs. Therefore, a company's decision to use conversational bots like ChatGPT can be considered a strategic move. In a study concerning the various ways to streamline work through ChatGPT, Nugroho et al. (2023) analyze the impact of ChatGPT on internal and external business communication, identifying the opportunities of this collaboration: "ChatGPT contributes to the enhancement of enterprises by facilitating increased communication responsiveness and availability, enabling more efficient data analysis and decision-making processes, providing assistance in strategic planning and project management, so fostering competitiveness and innovation" (p.1487). Researchers outline a picture of ChatGPT as an indispensable tool for companies, especially in the context of progressive digitization. Similar to the previously mentioned researchers, Nugroho et al. provide numerous examples of ways in which companies can improve their work and keep up with the expectations of their customers, whose needs are constantly diversifying. In this context, AI becomes a tool for progress for companies that want to make their way into the age of digitalization. Javaid et al. (2023) express this idea most comprehensively: "ChatGPT contains every feature required for widespread commercial success in Industry 4.0. It may become an operational cornerstone in any business that values technological growth and innovation with a capable implementation partner" (p.129). To objectively analyze the impact that ChatGPT could have on companies, we must also consider the risks that collaboration with intelligent systems entails. So far, most of the articles used for the present study have promoted an essentially positive view, justified by the idea that the progress of a company is conditioned by the implementation of intelligent systems in performing various activities, including internal and external communication. According to the researchers, most of the problems that may arise are ethical. Based on the premise that ChatGPT is accumulating information from a constantly growing database through the input of individuals, it could also pick up discriminatory views on certain sensitive topics. In a professional context, disseminating stereotypes and offensive remarks about a group of people or certain beliefs can significantly diminish customers' trust in that company (p.139). Moreover, to correctly answer a variety of questions from customers, ChatGPT must be constantly trained with information used by the company, which involves revealing confidential data and policies, that the management may refuse to provide, to avoid them being stolen and used for malicious purposes (Javaid et al. 2023, Nah et al. 2023). With these aspects in mind, company management has an important responsibility to accurately analyze the opportunities and risks that the implementation of intelligent algorithms entails to

make informed decisions regarding the limits to impose on the AI they train. Moreover, they must be aware that these LLM-type models cannot act independently, because they need to be permanently assisted and supervised by a specialized staff.

An increasing number of companies use Chatbots for the internal and external communication, which proves that the advantages of these AI-based models overcome the disadvantages. According to a study conducted by Eurostat "In 2021, 8% of EU enterprises used artificial intelligence technologies" and "28% of large EU enterprises used artificial technologies". The ascendant trend for AI adoption by companies worldwide is also confirmed by the 2023 "AI Index Report", which states that "The proportion of companies adopting AI since 2022 has more than doubled since 2017, though it has plateaued in recent years between 50% and 60%...Organizations that have adopted AI report realizing meaningful cost decreases and revenue increases" (p.172). Among the various usages of AI by businesses, the following are the most common ones: "robotic process automation (39%), computer vision (34%), NL text understanding (33%), and virtual agents (33%)" (Ibid.). The statistics therefore show that Artificial Intelligence-based models increase the efficiency in performing tasks, while also optimizing the services and external communication. As far as the economic factor is concerned, the report shows that the highest investment in AI-based systems was made by corporations in 2021 (p.188). The "CompTIA IT Industry Outlook" report, conducted in February 2024 shows that 44% of the interviewed companies have implemented intelligent algorithms for customer support, 44% for data analysis, 42% for marketing, and 41% for sales (p.7). These numbers are suggestive of the progressive automation and increased reliance on Artificial Intelligence by different businesses worldwide, and set the premises for a near future where using intelligent algorithms to increase efficiency will become the norm for the majority of companies.

Method and materials

The literature review of the most recent articles written in Europe and America about the changes produced in organizational communication since ChatGPT shows that the advantages of implementing intelligent algorithms by different companies are larger than the risks. Among the changes produced by the emergence of AI within companies, the most common ones are the following: increased productivity and efficiency in all sectors of activity, a faster way of delivering important information among different departments and with the stakeholders, more specialized tasks for the employees, and improved customer service. However, to get a clear picture of the most specific ways in which LLM models have changed

organizational communication, it is important to also rely on the direct experience of managers with this technology. To conduct an in-depth analysis of the different ways in which ChatGPT is used by managers to communicate with their employees and partners, ten managers of three large International companies based in Romania were interviewed. The reason for choosing three large companies was to obtain diversified perspectives, thus increasing the chances of reaching objective results.

The semi-structured interview was chosen because it allows the “in-depth exploration of a particular domain” (Marinescu, 2003, p.84), by studying the interdependent relationship between two different phenomena. The questions were conceived in such a way as to “debate different subjects that are not freely or spontaneously chosen, but in a targeted way” (Ibid.). The ten respondents who were interviewed were aged between 26 and 56 years old, and the number of employees they managed daily varied between 7 and 20. The age gap between some of them was thought to potentially become relevant as far as the digitalization degree was concerned. They were asked to answer seven questions, based on their own experience as managers within large international companies, varying between the different usages of ChatGPT or systems similar to ChatGPT in their daily tasks and communication process, and their personal opinions about digitalized communication. The interviews were conducted during March and April 2024.

Results

This chapter aims to offer an in-depth analysis of the answers received from the ten managers who took part in the semi-structured interview, whose main purpose was to assess the degree of importance attributed to ChatGPT or bots similar to it by the managers, especially concerning the communication process inside and outside the company. The respondents were asked seven questions, that involved the following topics: the frequency with which they used ChatGPT, the changes brought by the usage of the bot in the communication process, the connection between digitalization and productivity, and the main tasks that the bot was used for.

Table 1

Summary of Chat GPT's main usages in the internal and external communication within the company.

Respondent	Main usages of ChatGPT in internal and external organizational communication
1	Convey pre-defined messages to the clients

2	Deliver sensitive messages in a professional and empathetic way, to reduce the chances of wrongful interpretations, and create improvement plans for the employees.
3	Improve the task management and the internal communication process
4	Work as basis for a communication strategy, and the creation of a calendar of activities for the employees
5	Look for ideas and suggestions to improve the presentation of certain tasks, and make them more appealing to the employees
6	Rephrase emails and presentations, interpret data and perform creative tasks
7	Create debate plans for one-on-one conversations with the employees
8	Formulate professional emails and messages in a shorter period
9	Translate messages and performance plans for the meetings with the stakeholders
10	Create strategies for approaching difficult employees.

The results show that one of the three companies included in the study had already implemented an intelligent algorithm similar to ChatGPT. The other ones do not have such an algorithm directly embedded in the main communication platform, but its employees are free to use ChatGPT to perform their daily tasks. When asked about its main purposes, one of the managers who worked for the company that had already implemented such an algorithm claimed: “The system is used by Customer Support agents who communicate with the users through the platform used by the company to manage cases and calls. The system itself can use macro-type responses that can be modified with certain information or with predefined text messages” (Respondent no.1, 26 years old, 20 employees). Out of the five managers who worked for the company who had implemented a ChatBot, only three of them used it to conduct their professional tasks, and communicate with the employees. The other two, while admitting the usage of ChatGPT in their daily tasks and communication with the employees, insisted on the importance of the human touch in the discussions they had with their employees: “I only use the Chatbot for written messages and emails, because I prefer to organize face-to-face meetings with my employees, especially when I need to assign them an important task” (Respondent no.8, 46 years old, 7 employees). One of the managers who used it to communicate with his employees provided very relevant examples of situations where the Language Model helped in making communication more efficient, such as: „For instance, during a back-and-forth conversation with one of the clients, I struggled to find a professional way of denying one of the requests that I received, and since the client was very important, I used AI to craft a response that would minimize the impact of saying no. Other times, I had to craft a plan for improving the performance of one of my employees, and due to the huge amount of tasks on hand, I asked one of those models to offer me an example of a plan on which I could build

upon” (Respondent no.2, 27 years old, 10 employees). Another respondent openly admitted the reliance on the bot for performing tasks that required a higher degree of creativity: “I use it daily, mostly for text rephrasing in emails, presentations, etc. And also when I need new ideas for creative tasks, or even to interpret data and give more clarity” (Respondent No. 6, 30 years old, 5 employees). A very interesting finding was the fact that all the other managers, working for companies that did not own a chatbot admitted to using ChatGPT for their professional tasks, and not only for text writing, but for a variety of tasks that require a high level of creativity: “Having a basis to use as a start for a communication strategy is always welcomed, and it is a great help. At a micro level, ChatGPT can be used to gather ideas for an editorial calendar that can be later used on social media” (Respondent no.5, 29 years old, 7 employees). Another manager found ChatGPT to be useful in assigning tasks: “I would provide the bot with the main characteristics of my employees, and a set of tasks, which I had in mind for them, and ChatGPT would provide insight on what task would be the most appropriate for each individual. It would help me organize the monthly calendar for each one of them” (Respondent no.10, 35 years old, 10 employees).

Table 2

Summary of the main advantages of using ChatGPT in the internal and external communication within the company.

Respondent	Advantages of using an intelligent bot for organizational communication
1	Increased customer satisfaction, reduced customer issue resolution time, improved agent efficiency, reduced operating costs, rephrased messages according to the context
2	Time-saving, personalized, and unbiased answers to requests, ability to communicate sensitive information in a professional way
3	Fast, precise communication, unequivocal messages, and enough space to store the information
4	Good summarization of the most important information to be conveyed, innovative ideas for delivering difficult messages, and task descriptions
5	High-quality input on a variety of subjects, faster task reception
6	Increased opportunities for multitasking, clear and concise messages that leave no place for interpretation
7	Faster and more efficient communication with the employees and the stakeholders.
8	Clear and concise answers to the client’s questions
9	Reduced chances of making grammar errors in any language
10	Fast, efficient, and appropriate alternatives for a series of different message recipients

When asked about the benefits of implementing a Chatbot by the company for internal and external communication, the respondents mentioned several important advantages, such as

increased efficiency: „The most obvious answer would be saving time, as those systems can do a search on Google or in an internal database and provide you a response personalized on your needs, as opposed to having to investigate all the available resources and merge them by yourself." (Respondent no.2, 27 years old, 10 employees), cost reduction: „increased customer satisfaction, reduced customer issue resolution time by providing quick and accurate solutions, improved agent efficiency, reduced operating costs." (Respondent no.1, 26 years old, 20 employees), increased capacity of data storage: „Communication is fast, precise, and the bot doesn't forget it", increased productivity: „The main advantage is of course time-related. It saves a lot of time with daily tasks and helps us focus more on more important things. For example, if we need a summary of an article, we can simply ask ChatGPT or another AI to do it for us, while we can work on something else" (Respondent no.6, 30 years old, 5 employees), the ability to send messages in multiple languages: „An advantage of using this system from my point of view refers to the Language itself, as the AI can use the best words depending on the context in which it is being utilized: for instance if you need a message to be delivered professionally, the system can do that better than humans" (Respondent no.9, 40 years old, 15 employees), proficiency in writing emails: „The messages and emails could be more proficient, and the time spent to write them is considerably reduced" (Respondent no.4, 46 years old, 7 employees). Only one of the managers draws attention to the risk involved in integrating an intelligent bot into the daily tasks of the company's employees: "I believe ChatGPT has access to a lot of information therefore it can provide quality responses on different topics (both of profession or personal matter). I am a little bit unsure about the security and confidential part of ChatGPT so companies should not provide sensitive data to it but for an informal request, I believe it can be helpful" (Respondent no.3, 26 years old, 6 employees).

Because all the interviewed managers worked for companies that switched to a hybrid type of work, with only a few days a week spent at the office, after the COVID-19 pandemic, they were also asked whether or not that change also impacted how they communicated with their employees and colleagues. While the majority of respondents agreed that communicating via virtual platforms intensified, some of them admitted that they missed real-life conversations: "Even though the Covid-19 pandemic ended, human interaction is still a necessity. Working from the comfort of our home indeed offers better results (studied confirmed that)" (Respondent no.5, 29 years old, 7 employees). Some respondents made a difference between the type of information that they needed to communicate to their employees and the channel that they used for it: "It's a mix of both. To communicate around tasks and tasks themselves, I prefer texting

on internal apps. I prefer to meet in person for more important meetings, such as evaluations, one-on-ones, and brainstorming sessions" (Respondent no.6, 30 years old, 7 employees), "For instance, if I have to delegate a task and the task has plenty of steps or is a complex one, or if there are expectations regarding how the task should be completed, then I prefer to speak directly with the person, because I want to make sure that all the information is understood correctly and because the same explanation might generate confusion or take a long time if delivered in writing. On the other hand, if the task that I need to delegate is easy or does not require further explanations, or if the task is familiar to the person that I'm delegating, then I prefer to do it in writing" (Respondent No. 9, 38 years old, 15 employees). Another respondent stressed the importance of having relevant information stored on a platform for a long time: "I find written communication useful for conveying information that may be useful in the future or in situations where official information is being transmitted" (Respondent no.2). Moreover, all of the respondents considered that there was a direct link between digitalized communication and increased productivity in their work and their employees' work. Among the main reasons that the respondents used to justify their response were: faster communication, making sure that the message is received regardless of the geographical boundaries, no restriction imposed by conflicting schedules, clearer messages, reduced delays in decision-making processes, faster problem-solving, collaboration enhancement.

The four managers who insisted on the importance of the human touch in the communication process justified their preference by arguing that maintaining a personal relationship with their colleagues and employees increased their willingness to perform difficult tasks. Because all the respondents used ChatGPT and communicated digitally, using different platforms, all of them admitted to having received messages or emails that seemed to have been created by a bot, and only two out of the ten respondents initially believed that they were written by a human. The majority of the respondents believed that they had the necessary experience to identify the differences between the two types of messages.

Discussion

The results of this study clearly show that using a conversational bot, such as ChatGPT has reshaped how communication takes place inside a company. One of the biggest advantages of using the Chabot to write messages is the reduced amount of time that the managers need to think about the best way of delivering difficult news or tasks to the most challenging employees or colleagues. Because the managers are daily confronted with a series of unpredictable events that are caused by misunderstandings, being able to reduce them by using ChatGPT or any

conversational bot helps them to compose messages and emails that are comprehensible, and clear.

Even though relying on an intelligent bot to compose personalized messages could seem paradoxical, since empathy and understanding are inherently human traits, with enough data, ChatGPT can provide a series of different approaches that could not only save time, but also deliver information in a way that could motivate the employees, and therefore increase the productivity. Since the transition to the digital environment, organizational communication diversified, and become increasingly focused on promoting efficiency. The respondents admitted to using digital platforms to send messages to larger groups of people or to assign tasks that the employees are already accustomed to, while still organizing face-to-face meetings for important or new information. This proves that regardless of ChatGPT's ability to gather information from various sources to create well-written, professional texts, the human touch cannot be replaced, especially when additional explanations are needed. Moreover, four out of the 10 interviewed managers admitted that they still preferred oral and, if possible, face-to-face communication, as opposed to written one. Based on the literature reviewed for this article, managers' personal preferences as far as online vs. offline communication is concerned could be linked to their management style. For example, managers who are accustomed to micro-managing their team could be more prone to organizing personal face-to-face meetings, in an attempt to foster intimacy, and reciprocal understanding within their team.

The results also emphasize ChatGPT's importance in writing messages in different languages, and creating various agendas for topics of discussion during meetings with the stakeholders, thus facilitating external communication with clients and collaborators who are from different geographical areas. In the context of globalization, and accelerated product consumption, the enterprises that externalize their services should always be up to date with the increasingly diversified requirements of the clients. Because the data basis of intelligent systems is constantly updated, their input on various topics should reflect the current reality of the specific market for which they are used, thus proving to be very useful tools in the marketing process of different companies. Out of the ten respondents, only one remarked on the risks imposed by the possibility that the database could be hacked by the opponents, to gather confidential and important data. This proves that the majority of the respondents mostly focused on the opportunities created by AI in the workplace. Another important argument for using Language Model type algorithms to improve written communication within the organization is the systems' ability to store impressive amounts of data, which prevents the sender and the

receiver of a certain message from forgetting its content because they can always easily check the information conveyed by it. As far as the communication with the collaborators is concerned, creating a presentation or the discourse for a meeting using ChatGPT can be useful to also surpass the language barrier, and thus expand the company's collaborations to different geographical spaces that were previously not accessible because the communication could not be possible.

Conclusions

This study aimed to explore the changes produced in the internal and external communication dynamics within companies since the apparition of LLM models, such as ChatGPT, based on the most recent studies available in the European and American literature, as well as on the experience of ten Romanian managers who usually used ChatGPT for professional purposes. Both methods used to analyze the mentioned phenomenon revealed an essentially positive view of the collaboration between AI and humans as far as corporate communication was concerned, with little to no interest in the risks implied by this relationship. LLMs thus proved to be very efficient tools in facilitating the communication process both within the company and with the stakeholders and clients. Among the most important changes brought by their usage by companies, this study revealed the following: increased productivity among employees, improved clarity of the delivered information, time-saving, possibility of multitasking, ability to convey important information in several languages, reduced time in the information delivery, better decision making.

While the human factor remains an important pillar of communication, using ChatGPT has proven to be useful in avoiding previously time-consuming conflicts caused by misunderstandings or incomplete information, while also preventing the employees from forgetting to complete important tasks. Overall, considering its advantages in the continuously evolving and increasingly digitalized world, AI usage is rapidly becoming a must for all companies that aim to foster a more productive working environment, save time, and expand their collaborations worldwide.

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