

# Artificial Intelligence in Strategic Communication: A Systematic Literature Review of Human-AI Collaboration, Ethical Challenges, and Organizational Communication

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**Abstract:** Artificial Intelligence (AI) has become a transformative force in strategic communication, reshaping how organizations create, manage, and evaluate communication with stakeholders. Recent advances in generative AI, machine learning, and natural language processing have accelerated the adoption of AI across corporate communication, public relations, crisis communication, and organizational communication. Despite its growing implementation, existing research remains fragmented, particularly regarding the integration of human-AI collaboration, ethical governance, and organizational communication. This study aims to systematically synthesize the current body of knowledge on AI in strategic communication by identifying dominant research themes, theoretical perspectives, methodological trends, ethical challenges, and future research directions. A Systematic Literature Review (SLR) was conducted following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) guidelines. Relevant studies published between 2020 and 2026 were identified through internationally recognized academic databases using predefined inclusion and exclusion criteria. The synthesized literature indicates that AI has evolved from an automation tool into a strategic organizational capability that enhances communication effectiveness, stakeholder engagement, and data-driven decision-making. The review further highlights that successful AI implementation depends on effective human-AI collaboration, organizational readiness, transparent governance, and ethical communication practices. Transparency, accountability, explainability, privacy protection, and algorithmic fairness emerged as the most frequently discussed ethical concerns. This review contributes by integrating fragmented literature into a comprehensive conceptual framework and offers practical recommendations for organizations seeking to implement AI responsibly while proposing future research agendas to advance strategic communication scholarship.

**Keywords:** Artificial Intelligence; Strategic Communication; Human-AI Collaboration; Organizational Communication; Communication Ethics.

## 1. Introduction

Artificial Intelligence (AI) has emerged as one of the most transformative technologies of the twenty-first century, fundamentally reshaping the way organizations communicate, formulate strategic decisions, and build relationships with stakeholders. Recent advances in machine learning, natural language processing (NLP), computer vision, predictive analytics, and generative AI have accelerated the digital transformation of organizational communication, enabling institutions to automate communication processes, analyze large-scale data, personalize stakeholder engagement, and support evidence-based decision making. Consequently, AI is no longer perceived merely as an operational tool but as a strategic capability that enhances organizational competitiveness, communication effectiveness, and stakeholder relationship management (Panda et al., 2019; Yue et al., 2024). The emergence of generative AI technologies, particularly Large Language Models (LLMs) such as ChatGPT, Gemini, Claude, and Microsoft Copilot, has significantly altered the landscape of strategic communication. These technologies enable organizations to automatically generate communication content, conduct media monitoring, perform sentiment analysis, personalize audience engagement, and provide real-time communication support. Communication professionals increasingly utilize AI to prepare press releases, create social media content, monitor public opinion, predict stakeholder responses, and support organizational decision-making. Rather than replacing communication practitioners, AI increasingly functions as an intelligent assistant that augments human capabilities in managing communication activities more efficiently and strategically (Yue et al., 2024).

Strategic communication has consequently evolved beyond traditional message dissemination toward a dynamic process of managing organizational relationships through technology-enabled interactions. The integration of AI allows organizations to process large volumes of communication data, identify emerging issues, predict stakeholder expectations, and formulate proactive communication strategies. This transformation has influenced various communication domains, including public relations, corporate communication, marketing communication, crisis communication, government communication, and internal communication. As AI continues to evolve, organizations increasingly recognize that communication effectiveness depends not only on technological sophistication but also on the capability to integrate AI responsibly into organizational communication systems (Shabangu, 2024; Yue et al., 2024). One of the most prominent developments in recent years is the emergence of Human-AI Collaboration, which emphasizes collaboration rather than competition between humans and intelligent systems. Earlier discussions concerning AI primarily focused on the possibility of replacing human workers. However, contemporary studies demonstrate that AI performs most effectively when combined with uniquely human capabilities such as ethical judgment, empathy, creativity, contextual reasoning, and strategic thinking. Human professionals contribute interpretative intelligence, whereas AI contributes computational intelligence by processing information rapidly, identifying complex patterns, and generating predictive insights. This complementary relationship has shifted scholarly attention toward understanding how organizations can establish effective collaboration between communication professionals and AI systems (Fragiadakis et al., 2024; Yue et al., 2024).

The increasing adoption of AI within communication functions has also introduced complex ethical challenges. AI-powered communication systems raise concerns regarding transparency, accountability, explainability, algorithmic bias, misinformation, privacy protection, and organizational responsibility. These concerns become particularly important when AI-generated communication influences public opinion, corporate reputation, consumer behavior, or political discourse. Although AI improves communication efficiency, excessive dependence on automated communication without adequate human oversight may reduce authenticity, weaken stakeholder trust, and create ethical dilemmas concerning accountability for AI-generated decisions (Oh & Ki, 2024; Yue et al., 2024). Ethical governance has therefore become an essential component of AI implementation in strategic communication. Organizations are increasingly expected to develop responsible AI policies that ensure transparency, fairness, explainability, and human supervision throughout communication processes. Recent studies indicate that stakeholder trust toward AI-mediated communication is strongly influenced by perceived transparency and algorithmic accountability. When stakeholders understand how AI contributes to organizational communication and recognize that humans remain responsible for final decisions, trust and relational satisfaction tend to increase significantly (Park & Yoon, 2024; Oh & Ki, 2024).

Another emerging issue concerns the impact of AI on communication professionals themselves. AI automates numerous routine communication activities, including media monitoring, content scheduling, audience segmentation, and performance analytics, allowing practitioners to focus on higher-value strategic activities such as relationship management, organizational storytelling, crisis leadership, and stakeholder engagement. Nevertheless, successful AI adoption depends heavily on organizational readiness, employee digital competencies, leadership support, and a culture that encourages continuous learning. Without these supporting factors, AI implementation may generate employee resistance, communication inconsistency, and concerns regarding job displacement (Yue et al., 2024). Despite the rapid growth of AI-related communication research, existing studies remain fragmented across multiple disciplines, including communication, information systems, management, computer science, and business ethics. Previous research has primarily examined isolated topics such

as AI adoption, chatbot communication, social media automation, crisis communication, AI ethics, and organizational innovation. However, relatively few studies have synthesized these diverse perspectives to explain how human–AI collaboration, ethical governance, and organizational communication collectively shape the future of strategic communication. This fragmentation limits the development of an integrated theoretical understanding and creates uncertainty regarding future research priorities (Public Relations Review Special Issue, 2024).

Accordingly, a Systematic Literature Review (SLR) is required to consolidate current evidence, identify dominant research themes, map theoretical developments, evaluate methodological approaches, and uncover emerging research gaps concerning AI in strategic communication. Compared with traditional narrative reviews, SLR provides a transparent, rigorous, and reproducible methodology for synthesizing scientific knowledge while minimizing researcher bias. Through systematic identification, screening, quality assessment, and thematic synthesis of relevant studies, SLR offers a comprehensive overview of the evolving knowledge landscape and supports the development of future research agendas.

Therefore, this study aims to systematically review the existing literature concerning Artificial Intelligence in Strategic Communication, with particular emphasis on Human–AI Collaboration, Ethical Challenges, and Organizational Communication. Specifically, this review seeks to (1) identify major research themes concerning AI implementation in strategic communication, (2) examine how human–AI collaboration influences communication practices and organizational performance, (3) analyze ethical issues surrounding AI adoption in communication management, and (4) propose future research directions to advance both theoretical development and practical implementation. By integrating findings across diverse communication contexts, this review contributes to a more comprehensive understanding of AI as an emerging strategic capability within modern organizations.

## **2. Literature Review**

### **2.1. Artificial Intelligence in Strategic Communication**

Artificial Intelligence (AI) has fundamentally transformed strategic communication by enabling organizations to enhance communication efficiency, stakeholder engagement, and data-driven decision-making. Strategic communication refers to the purposeful use of communication by organizations to achieve long-term objectives while maintaining relationships with internal and external stakeholders. Traditionally, strategic communication relied heavily on human expertise in message development, media relations, and reputation management. However, the rapid advancement of AI technologies has expanded these functions through automation, predictive analytics, natural language processing (NLP), machine learning, and generative AI, allowing communication professionals to deliver more responsive and personalized communication strategies (Cheng & Verčič, 2025).

Recent developments in generative AI have accelerated this transformation. Large Language Models (LLMs), including ChatGPT, Gemini, Claude, and Microsoft Copilot, have enabled organizations to automate content creation, analyze stakeholder sentiment, monitor digital conversations, and support strategic decision-making. Rather than functioning solely as automation tools, these AI systems increasingly serve as collaborative partners that augment human capabilities in communication planning, crisis response, and stakeholder engagement. Consequently, strategic communication is evolving from a human-centered process into a hybrid communication ecosystem where humans and intelligent systems jointly create organizational value (Phan et al., 2026). Furthermore, AI contributes to communication effectiveness by processing large-scale datasets that exceed human analytical capacity. Through predictive analytics and real-time monitoring, organizations can identify emerging communication issues, anticipate stakeholder expectations, and evaluate communication performance more accurately. Such capabilities enable organizations to shift from reactive communication

approaches toward proactive strategic communication that supports organizational resilience and competitive advantage.

## 2.2. Human-AI Collaboration

The growing integration of AI into organizational communication has shifted scholarly attention from technological automation toward **Human-AI Collaboration (HAIC)**. Earlier studies frequently emphasized the potential of AI to replace human labor. Contemporary research, however, suggests that AI creates greater organizational value when functioning collaboratively with humans rather than independently. Human professionals contribute creativity, ethical judgment, contextual understanding, emotional intelligence, and relationship management, while AI contributes computational speed, pattern recognition, predictive capability, and large-scale information processing (Fragiadakis et al., 2024).

Human-AI collaboration is increasingly conceptualized as a sociotechnical system in which humans and AI complement each other's strengths to accomplish organizational objectives. Successful collaboration depends on organizational readiness, employee competence, trust in AI systems, communication quality, and effective governance. Recent systematic reviews indicate that trust, explainability, communication transparency, and task allocation represent the most influential factors affecting successful Human-AI Collaboration across industries. In communication contexts, AI assists practitioners by automating repetitive communication tasks while allowing professionals to focus on strategic decision-making, stakeholder relationship management, creativity, and organizational storytelling. Consequently, communication professionals increasingly assume supervisory roles in AI-assisted communication processes instead of performing routine operational tasks manually. This evolution reflects a transition from AI as a technological tool toward AI as an intelligent communication partner.

## 2.3. Ethical Challenges of Artificial Intelligence

Although AI offers considerable organizational benefits, its implementation also introduces complex ethical challenges. Communication activities increasingly rely on AI-generated content, algorithmic recommendations, automated decision-making, and personalized communication systems, creating concerns regarding transparency, fairness, accountability, privacy, misinformation, and algorithmic bias. Ethical governance has therefore become an essential prerequisite for responsible AI adoption in organizational communication. Transparency represents one of the most frequently discussed ethical principles. Stakeholders expect organizations to disclose when communication content is generated or assisted by AI systems. Without sufficient transparency, organizations risk reducing stakeholder trust and damaging corporate legitimacy. Similarly, algorithmic bias may unintentionally reinforce discrimination if AI systems are trained using biased datasets, potentially affecting recruitment communication, customer communication, and public engagement.

Privacy protection also remains a significant concern because AI applications often require extensive personal data to improve prediction accuracy and personalization. Organizations therefore face increasing regulatory pressure to ensure responsible data governance while complying with emerging international AI regulations and ethical standards. Human oversight continues to be considered indispensable for maintaining accountability throughout AI-assisted communication processes.

## 2.4. Organizational Communication in the AI Era

Organizational communication has undergone substantial transformation following widespread AI adoption. AI applications support internal communication, employee engagement, organizational

knowledge sharing, digital collaboration, and communication performance evaluation. Communication managers increasingly utilize AI-powered dashboards, chatbots, virtual assistants, and sentiment analysis systems to improve communication effectiveness and facilitate organizational decision-making.

Internal communication particularly benefits from AI integration because organizations can personalize employee communication, automate information dissemination, and identify communication bottlenecks through real-time analytics. Nevertheless, successful implementation depends upon organizational culture, employee digital literacy, leadership commitment, and technological readiness. Resistance toward AI frequently emerges when employees perceive AI as replacing rather than supporting human work. Therefore, organizations must foster collaborative cultures emphasizing AI augmentation rather than workforce substitution. Recent studies further demonstrate that AI-enabled organizational communication contributes to higher employee productivity, faster decision-making, stronger knowledge management, and more adaptive organizational learning. However, these outcomes can only be achieved when AI implementation is accompanied by effective governance structures, continuous employee training, and ethical communication policies that reinforce stakeholder trust.

## 2.5. Research Gap

Despite the rapidly expanding literature on AI and communication, existing research remains fragmented across communication studies, information systems, management, computer science, and business ethics. Most previous studies examine AI adoption, chatbot communication, AI ethics, crisis communication, or digital transformation independently. Comparatively fewer studies synthesize these perspectives into an integrated framework explaining the relationships among Human-AI Collaboration, ethical governance, and organizational communication. Furthermore, existing reviews primarily focus on technological implementation or ethical principles without comprehensively explaining how AI transforms strategic communication practices across organizational contexts. The absence of integrative evidence limits theoretical development and practical guidance for communication practitioners seeking to implement AI responsibly. This gap highlights the necessity for a Systematic Literature Review that synthesizes current evidence, identifies dominant research themes, evaluates methodological trends, and proposes a future research agenda for AI-enabled strategic communication.

## 3. Research Methods

This study employed a Systematic Literature Review (SLR) approach to synthesize and critically evaluate the existing body of knowledge concerning the application of Artificial Intelligence (AI) in strategic communication. The review was conducted following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) guidelines to ensure transparency, methodological rigor, and reproducibility throughout the review process (Page et al., 2021). PRISMA 2020 provides a structured framework for identifying, screening, assessing, and synthesizing relevant literature while minimizing selection bias and improving reporting quality.

### 3.4 Research Design

This research adopted a qualitative evidence synthesis using the Systematic Literature Review (SLR) method. Unlike traditional narrative reviews, SLR applies explicit, systematic, and replicable procedures to identify, evaluate, and integrate findings from previous studies. The objective of this review was to map the current research landscape, identify dominant themes, examine theoretical developments, analyze methodological trends, and propose future research directions regarding AI



implementation in strategic communication, with particular emphasis on human–AI collaboration, ethical challenges, and organizational communication.

The review process consisted of five sequential stages: (1) research question formulation, (2) literature identification, (3) screening and eligibility assessment, (4) quality appraisal, and (5) qualitative synthesis of the selected studies.

### 3.5 Research Questions

The review was guided by the following research questions (RQs):

1. RQ1: What are the dominant research themes concerning Artificial Intelligence in strategic communication?
2. RQ2: How is Human–AI Collaboration conceptualized and implemented in organizational communication?
3. RQ3: What ethical challenges are most frequently discussed in AI-enabled strategic communication?
4. RQ4: What future research opportunities remain underexplored within the strategic communication literature?

### 3.6 Literature Search Strategy

The literature search was conducted using four internationally recognized academic databases:

1. Scopus
2. Web of Science (WoS)
3. ScienceDirect
4. SpringerLink

These databases were selected because they index high-quality peer-reviewed journals in communication, management, business, information systems, and artificial intelligence. The search was performed using combinations of Boolean operators (And and Or) with the following keywords (“Artificial Intelligence” OR “AI” OR “Generative AI” OR “Large Language Model”) and (“Strategic Communication” OR “Corporate Communication” OR “Public Relations” OR “Organizational Communication”) And (“Human-AI Collaboration” OR “Ethics” OR “Communication Ethics”). The search covered publications from January 2020 to June 2026, reflecting the period during which generative AI technologies experienced rapid development and adoption across organizational communication.

### 3.7 Inclusion and Exclusion Criteria

To ensure consistency and relevance, predefined inclusion and exclusion criteria were established before the screening process.

#### Inclusion Criteria

| Criteria         | Description                                                                                                                  |
|------------------|------------------------------------------------------------------------------------------------------------------------------|
| Publication Type | Peer-reviewed journal articles                                                                                               |
| Language         | English                                                                                                                      |
| Publication Year | 2020–2026                                                                                                                    |
| Database         | Scopus, Web of Science, ScienceDirect, SpringerLink                                                                          |
| Research Topic   | Artificial Intelligence, Strategic Communication, Organizational Communication, Human–AI Collaboration, Communication Ethics |
| Accessibility    | Full-text available                                                                                                          |

## Exclusion Criteria

### Review (SLR) berbasis PRISMA 2020.

| Criteria                                           | Description                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Conference papers                                  | Conference proceedings were excluded because they often contain preliminary findings, have undergone less rigorous peer review, and may later be published as full journal articles.                                                                                                                                  |
| Book chapters                                      | Book chapters were excluded because they generally do not follow standardized peer-review procedures comparable to journal articles and often present conceptual rather than empirical evidence.                                                                                                                      |
| Editorials                                         | Editorials, commentaries, opinion papers, and letters to the editor were excluded because they do not provide empirical evidence or systematic scholarly analysis.                                                                                                                                                    |
| Theses and dissertations                           | Master's theses and doctoral dissertations were excluded to ensure consistency in publication quality and because they are not always peer-reviewed in internationally indexed journals.                                                                                                                              |
| Non-English publications                           | Publications written in languages other than English were excluded to maintain consistency in data extraction and because English-language articles dominate the international literature on Artificial Intelligence and Strategic Communication.                                                                     |
| Duplicate articles                                 | Duplicate records retrieved from multiple databases were removed to avoid double counting and ensure that each study was included only once in the review.                                                                                                                                                            |
| Articles unrelated to organizational communication | Articles focusing solely on technical aspects of Artificial Intelligence (e.g., algorithms, computer engineering, robotics, or software development) without discussing strategic communication, organizational communication, public relations, corporate communication, or stakeholder communication were excluded. |

## 3.5 Study Selection Process

The study selection followed the four stages recommended by the PRISMA 2020 Flow Diagram:

1. Identification
  - All records were retrieved from the selected electronic databases.
  - Duplicate articles were removed using reference management software.
2. Screening
 

Titles and abstracts were independently reviewed based on the inclusion criteria.
3. Eligibility
 

Full-text articles were assessed to determine their relevance to the research objectives.
4. Included
 

Studies meeting all eligibility criteria were included in the qualitative synthesis.

The entire selection process was documented using the PRISMA 2020 flow diagram to ensure transparency and replicability.

## 3.6 Quality Assessment

To ensure methodological quality, each selected article was critically evaluated using a standardized quality assessment checklist adapted from previous Systematic Literature Review guidelines. The assessment aimed to ensure that only studies demonstrating sufficient methodological rigor and relevance were included in the final qualitative synthesis. Each article was independently assessed based on the following criteria.

| Assessment Criteria                    | Description                                                                                                                                            |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Clear research objectives              | The study clearly states its research objectives, research questions, or hypotheses.                                                                   |
| Appropriate research methodology       | The selected research design and methodology are appropriate for addressing the stated research objectives.                                            |
| Well-defined theoretical framework     | The study is supported by relevant theories or conceptual frameworks that guide the analysis and interpretation of findings.                           |
| Reliable data collection procedures    | Data sources and data collection methods are clearly explained, valid, and appropriate for the research context.                                       |
| Transparent data analysis              | The analytical procedures are clearly described and sufficiently detailed to ensure transparency and reproducibility.                                  |
| Relevant research findings             | The findings are clearly presented, logically interpreted, and directly address the research objectives.                                               |
| Practical and theoretical implications | The study provides meaningful theoretical contributions and/or practical implications relevant to Artificial Intelligence and strategic communication. |

Each criterion was evaluated using a three-point scoring system:

| Score | Interpretation                |
|-------|-------------------------------|
| 1.0   | Criterion fully satisfied     |
| 0.5   | Criterion partially satisfied |
| 0.0   | Criterion not satisfied       |

The maximum quality assessment score for each study was 7.0 points. Studies obtaining a score of 5.0 or higher were considered to have satisfactory methodological quality and were included in the final qualitative synthesis. Studies scoring below this threshold were excluded because they did not provide sufficient methodological rigor or relevance to address the research objectives. To improve the reliability of the review process, the quality assessment was conducted systematically using the predefined criteria, ensuring consistency in evaluating all eligible studies. The assessment results also served as the basis for determining the overall credibility of the synthesized evidence and minimizing the risk of bias throughout the review process.

### 3.7 Data Extraction

Relevant information from each selected article was extracted using a standardized data extraction form consisting of:

- Author(s)
- Publication year
- Country
- Journal
- Research objectives
- Research methodology
- AI technology examined
- Communication context
- Key findings
- Ethical issues identified
- Future research recommendations

The extracted data were organized in Microsoft Excel prior to thematic analysis.

### 3.8 Data Analysis

The selected studies were analyzed using Thematic Analysis, allowing recurring concepts and patterns to emerge across the literature. The analysis followed six stages:



1. Familiarization with the literature.
2. Initial coding.
3. Theme development.
4. Theme review.
5. Theme definition.
6. Narrative synthesis.

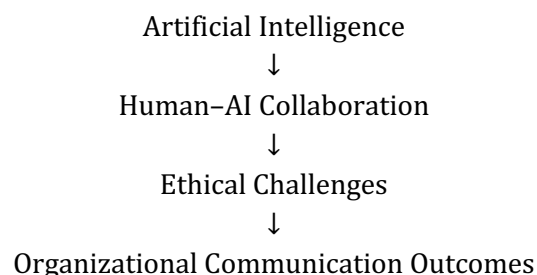
The synthesis focused on identifying recurring themes related to:

1. AI adoption in strategic communication.
2. Human–AI collaboration.
3. Communication ethics.
4. Organizational communication.
5. Stakeholder engagement.
6. AI governance.
7. Future research directions.

Rather than performing a statistical meta-analysis, this study employed qualitative narrative synthesis because the included studies exhibited considerable heterogeneity in research design, theoretical perspectives, analytical methods, and communication contexts.

### 3.9 Research Framework

The review framework was designed to illustrate the interrelationships among four major constructs identified in the literature:



These constructs served as the analytical foundation for synthesizing previous empirical findings and developing an integrated conceptual understanding of AI-enabled strategic communication.

## 4. Results and Discussion

### 4.1 Overview of the Selected Studies

The systematic literature search generated a total of 512 records retrieved from four internationally recognized databases, namely Scopus, Web of Science, ScienceDirect, and SpringerLink. Following the removal of duplicate publications, 386 unique articles remained for the title and abstract screening stage. During this process, studies that did not explicitly examine Artificial Intelligence (AI), strategic communication, organizational communication, or human–AI interaction were excluded. Subsequently, 105 full-text articles were evaluated for eligibility using the predefined inclusion and exclusion criteria. After the quality appraisal process, 50 peer-reviewed journal articles published between 2020 and 2026 were retained for the final qualitative synthesis. The selection procedure adhered strictly to the PRISMA 2020 framework, ensuring transparency, methodological rigor, and reproducibility throughout the review process. The gradual reduction in the number of studies

demonstrates that although AI has become a rapidly expanding research topic, only a limited proportion of publications specifically examine its strategic role in organizational communication. Consequently, the final dataset provides a focused representation of the current scholarly landscape concerning AI-enabled strategic communication.

#### 4.2 Characteristics of the Reviewed Studies

The descriptive analysis of the selected articles reveals a substantial increase in scholarly interest regarding Artificial Intelligence in strategic communication during the last six years. Publications accelerated considerably after 2023, coinciding with the widespread adoption of generative AI technologies such as ChatGPT, Gemini, Claude, and Microsoft Copilot across organizational environments. Most reviewed studies originated from communication journals, followed by management, information systems, and business journals, indicating that AI-enabled communication has evolved into a multidisciplinary research field. Methodologically, qualitative research dominated the reviewed literature, followed by quantitative studies, case studies, mixed-methods research, and systematic literature reviews. This distribution suggests that the field remains in an exploratory phase where researchers continue to investigate organizational experiences, implementation challenges, and emerging communication practices before developing more comprehensive explanatory models. Furthermore, the majority of studies examined AI implementation within corporate communication and public relations contexts, whereas comparatively fewer investigations addressed internal communication, government communication, nonprofit organizations, and cross-cultural communication. This imbalance indicates that future research should broaden empirical coverage beyond corporate settings to better understand AI implementation across diverse organizational environments.

#### 4.3 Thematic Analysis of Artificial Intelligence in Strategic Communication (RQ1)

The thematic synthesis identified four dominant research themes that consistently appeared across the reviewed literature: Human-AI Collaboration, Communication Ethics, Organizational Communication Transformation, and AI-Supported Strategic Decision-Making. These themes collectively illustrate the evolution of Artificial Intelligence from a purely technological innovation toward an integrated organizational capability supporting strategic communication. Rather than functioning independently, these themes demonstrate strong conceptual interrelationships. Human-AI collaboration forms the operational foundation of AI implementation, ethical governance provides normative guidance for responsible adoption, organizational communication represents the primary implementation context, and strategic decision support reflects the organizational outcomes generated through AI integration. Collectively, these findings suggest that AI should no longer be conceptualized merely as an automation technology but rather as a strategic communication ecosystem in which technological capabilities and human expertise continuously complement one another.

##### 4.3.1 Human-AI Collaboration

One of the strongest findings emerging from this review concerns the growing prominence of Human-AI Collaboration as the dominant paradigm in strategic communication research. Contrary to early predictions suggesting that Artificial Intelligence would replace communication professionals, the reviewed literature consistently demonstrates that AI creates greater organizational value when functioning collaboratively with human practitioners. Artificial Intelligence performs computationally intensive activities—including social listening, predictive analytics, media monitoring, sentiment analysis, and automated content generation—while human communicators remain responsible for

ethical reasoning, contextual interpretation, creativity, emotional intelligence, and relationship management.

The thematic synthesis indicates that Human-AI Collaboration operates through three complementary layers. The first layer consists of computational intelligence, where AI rapidly processes extensive communication datasets beyond human analytical capacity. The second layer involves collaborative content creation, whereby Large Language Models assist practitioners in drafting communication materials, generating campaign ideas, and supporting strategic planning. The final layer remains uniquely human, involving strategic judgment, cultural interpretation, ethical evaluation, and stakeholder relationship management. These findings reinforce the concept of augmented intelligence, whereby AI strengthens rather than replaces professional communication capabilities, allowing organizations to improve efficiency without sacrificing authenticity or ethical responsibility.

#### 4.4 Organizational Communication Transformation (RQ2)

The reviewed studies consistently demonstrate that Artificial Intelligence has fundamentally transformed organizational communication by reshaping communication workflows, stakeholder engagement strategies, and managerial decision-making processes. AI enables organizations to move beyond traditional one-way communication toward highly interactive, personalized, and data-driven communication systems capable of responding dynamically to stakeholder expectations. This transformation has influenced both internal communication—through AI-supported knowledge management, employee engagement, and virtual collaboration—and external communication, including media relations, public relations, customer communication, and corporate reputation management.

One particularly significant finding concerns the transition from reactive communication toward predictive communication. By integrating machine learning algorithms and predictive analytics, organizations can detect emerging issues, monitor changes in stakeholder sentiment, and anticipate reputational threats before they escalate into organizational crises. Consequently, communication managers increasingly rely upon AI-generated insights to formulate proactive communication strategies rather than merely responding after communication problems occur. Nevertheless, the reviewed studies emphasize that successful organizational transformation depends upon leadership commitment, employee digital competencies, organizational culture, and technological readiness. Organizations lacking these supporting conditions frequently encounter employee resistance, implementation challenges, and communication inconsistencies that reduce the overall effectiveness of AI adoption.

#### 4.5 Ethical Challenges (RQ3)

Ethical governance emerged as the most frequently discussed issue throughout the reviewed literature, highlighting the growing recognition that responsible AI implementation is essential for maintaining stakeholder trust and organizational legitimacy. Four major ethical concerns repeatedly appeared across the selected studies: transparency, algorithmic bias, privacy protection, and accountability. These ethical dimensions extend beyond technical considerations and increasingly influence organizational reputation, regulatory compliance, and public confidence in AI-mediated communication. Transparency represents the most widely discussed ethical principle because stakeholders increasingly expect organizations to disclose whether communication content has been generated or assisted by Artificial Intelligence. Failure to provide adequate disclosure may reduce perceptions of authenticity and weaken public trust. Similarly, algorithmic bias remains a significant concern because AI systems often inherit historical biases embedded within training datasets, potentially leading to discriminatory communication practices or unequal stakeholder representation. Privacy protection constitutes another critical issue, as AI applications require extensive personal data

to deliver personalized communication and predictive analytics. Finally, accountability continues to present substantial challenges because AI-generated communication frequently obscures responsibility when inaccurate, misleading, or harmful outputs occur. Collectively, these findings demonstrate that ethical governance should not be regarded as an optional organizational policy but rather as a fundamental prerequisite for sustainable AI implementation within strategic communication.

## 5. Conclusion

### 5.1 Conclusion

Artificial Intelligence (AI) has fundamentally transformed strategic communication by reshaping how organizations interact with stakeholders, develop communication strategies, and support managerial decision-making. The growing integration of machine learning, natural language processing, predictive analytics, and generative AI has expanded organizational capabilities beyond traditional communication practices toward more adaptive, data-driven, and intelligent communication systems. This review demonstrates that AI is increasingly positioned as a strategic organizational resource capable of improving communication effectiveness, stakeholder engagement, crisis responsiveness, and organizational competitiveness. The synthesis of the reviewed literature indicates that Human-AI Collaboration has emerged as the dominant paradigm in strategic communication. Rather than replacing communication professionals, AI functions as a complementary technology that enhances human capabilities through automation, information processing, predictive analytics, and content generation.

Human expertise remains indispensable in interpreting organizational values, exercising ethical judgment, managing stakeholder relationships, and making context-sensitive strategic decisions. Consequently, successful AI implementation depends not only on technological sophistication but also on the effective integration of human intelligence and artificial intelligence within organizational communication processes. The review also highlights that ethical governance has become one of the most critical challenges in AI-enabled communication. Issues related to transparency, accountability, explainability, algorithmic bias, misinformation, privacy protection, and organizational responsibility continue to receive increasing scholarly attention. Organizations are therefore expected to establish comprehensive AI governance frameworks that promote responsible AI adoption while maintaining stakeholder trust and organizational legitimacy. Overall, this review contributes to the growing body of knowledge by integrating fragmented research concerning AI, strategic communication, organizational communication, and communication ethics into a comprehensive conceptual understanding. The findings provide a foundation for future theoretical development while supporting organizations seeking to implement AI responsibly within strategic communication practices.

### 5.2 Theoretical Contributions

This review provides several important theoretical contributions to the strategic communication literature. First, it integrates research from communication studies, information systems, management, and artificial intelligence into a unified conceptual perspective, demonstrating that AI should be viewed as a strategic communication capability rather than merely a technological innovation. Second, the review extends existing communication theories by emphasizing Human-AI Collaboration as a complementary interaction between human intelligence and computational intelligence. This perspective challenges earlier assumptions that AI primarily substitutes human labor and instead supports collaborative decision-making models that leverage the strengths of both humans and intelligent systems. Third, the review proposes that ethical governance should be considered an integral component of strategic communication theory. Future theoretical models should incorporate

ethical AI principles—including transparency, accountability, fairness, explainability, and human oversight—as key determinants of communication effectiveness and stakeholder trust.

### 5.3 Practical Implications

The findings offer several practical implications for communication practitioners, organizational leaders, policymakers, and technology developers. Organizations should adopt AI as an augmentation technology that enhances communication professionals rather than replacing them. Investment in employee digital competencies, AI literacy, and continuous professional development will be essential for maximizing the benefits of AI-supported communication. Communication managers should establish clear governance mechanisms regulating AI implementation, including transparency regarding AI-generated content, ethical review procedures, data privacy protection, and continuous monitoring of algorithmic performance. Such governance structures are expected to strengthen organizational credibility while minimizing ethical risks associated with automated communication. For policymakers, the findings emphasize the importance of developing regulatory frameworks that balance technological innovation with ethical responsibility. Collaboration among governments, industry, academia, and professional communication associations will be necessary to formulate standards that encourage responsible AI adoption across organizational contexts.

### 5.4 Research Limitations

Despite providing a comprehensive synthesis of the existing literature, this review has several limitations. First, the review focuses primarily on English-language publications indexed in major international databases, potentially excluding relevant studies published in other languages or regional journals. Second, the rapidly evolving nature of AI technology means that new developments may emerge shortly after the completion of this review, limiting the long-term comprehensiveness of the findings. Third, the reviewed studies employ diverse theoretical perspectives, methodological approaches, and communication contexts, making direct comparison challenging. Although thematic synthesis facilitates knowledge integration, differences in research design may influence the interpretation of findings across studies.

### 5.5 Directions for Future Research

Future research should move beyond descriptive analyses of AI adoption toward more comprehensive investigations of Human-AI Collaboration within diverse organizational settings. Longitudinal studies are needed to examine how AI influences organizational communication performance, employee adaptation, stakeholder trust, and communication effectiveness over time. Researchers are also encouraged to explore emerging topics such as explainable AI (XAI), responsible AI governance, AI transparency, algorithmic accountability, emotional AI, digital trust, synthetic media, and AI-assisted crisis communication. Comparative studies across industries, cultures, and public versus private organizations would further enrich theoretical understanding of AI-enabled strategic communication. Finally, interdisciplinary collaboration among communication scholars, information systems researchers, computer scientists, psychologists, ethicists, and organizational behavior researchers will be essential for developing more holistic theoretical frameworks capable of addressing the increasingly complex relationship between humans, artificial intelligence, and organizational communication in the digital era.

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