Managerial Perceptions Of AI-Assisted Work Quality: A Protocol Report Of Communications Management Industries Perspective

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Abstract

This study investigates the use of ChatGPT for organizational tasks, focusing on how AI awareness influences managers' perceptions of quality and their evaluation of AI-assisted output. It reviews existing literature on human-machine co-creation, managerial perceptions of AI in the workplace, and communication management. The paper applies the D&M Information Systems Success Model and Total Quality Management theory to examine quality attributes such as relevance, accuracy, creativity, completeness, and alignment with organizational goals, guiding operational measures to assess managerial perceptions of quality in AI-assisted tasks. This study employs a mixed-methods experimental design to investigate how managers' awareness of AI capabilities affects their perceptions of quality and evaluation of employee work when using ChatGPT as a co-creator. It focuses on human-AI co-creation in communication-intensive industries (communication management) and addresses gaps in existing research. Particularly research in its analysis of the potential effects of AI on managerial perceptions. By integrating the TQM and ISS Models, the research aims to contribute to existing theory and provide a framework for evaluating AI-assisted outputs while clarifying the moderating role of managerial AI awareness on quality perceptions.

Keywords: Communication Management, AI-assisted work, Managerial Perceptions, Total Quality Management, Human-machine communication, ChatGPT

I. Introduction

According to the research, most corporate leaders were impressed with ChatGPT's work. Approximately 55% claimed the quality of work provided by ChatGPT is 'amazing,' while 34% said 'very good.' These are findings based on a survey poll of 1,000 corporate leaders in the United States who use or plan to utilize ChatGPT (Resume Building, 2023).

Arviani et al., (2023) states that half of the US companies that use ChatGPT think the AI chatbot has replaced human employment. In addition, half (50%) of US leaders polled said ChatGPT had replaced personnel in their organizations. This new technology has recently become more prevalent in the workplace, and employees must consider how it may alter their present job responsibilities the study findings indicate that employers use ChatGPT to streamline some work activities.

This rapid proliferation of artificial intelligence (AI) technologies, such as ChatGPT, has created a paradigm shift in workplace dynamics. In the past, industries reliant on strategy, content creation, and communications management have depended on human creativity, strategic acumen, and interpersonal relationships. However, as AI becomes increasingly proficient at co-creative and communicative tasks, such as copywriting, strategic planning, and customer service, the implications for workforce roles and performance evaluation are profound.

Existing studies predominantly emphasize AI's impact on STEM fields and customer service, leaving industries such as corporate communications and marketing underexplored. Other studies on AI inclusion in business and workplace environments highlight both the potential benefits and challenges of AI integration in the workplace (Chu, 2023). For example, ChatGPT has demonstrated capabilities in automating repetitive tasks, enhancing efficiency (Raj et al., 2023), and improving customer satisfaction Xing and Jiang (2024) and performance (Chu 2023; Xing & Jiang, 2024). Yet, there remains a gap in research aimed at understanding how AI adoption influences managers' perceptions of employee performance and their ability to evaluate quality effectively, particularly within communication-intensive roles.

This study aims to bridge this gap by examining how managers' awareness and understanding of AI capabilities influence their evaluation of employees' work quality. Anchored in theoretical frameworks like human-machine communication (HMC) and quality management theories. The study explores whether AI

awareness affects a manager's perception of quality and their ability to evaluate AI-assisted work, posing the following research questions:

RQ 1a. Does managers' (AI awareness) influence their perception of employees' quality of work when AI use is present vs absent?

RQ1b. How does managers' AI awareness affect their ability to evaluate an employee's quality of work when AI use is present vs absent?

To present a balanced perspective, the next section of this study presents a review of the literature on the implications of AI for work examining Human-machine communication, through the lens of ChatGPT's role in the workplace, managerial perceptions of AI-assisted work, and organizational performance.

II.   Literature Review

Human-Machine Communication

The advancement of AI technologies has significantly enhanced the collaboration and interactions between humans and AI (Spence et.al 2019) particularly in the domain of content creation, planning, ideation, and strategy. However, with the development of deep learning technologies, the role of AI in content creation has evolved from simple editing and double-checking. Modern generative machines like ChatGPT now take on the co-creative and response function of AI (computers as social actors), (Guzman & Lewis, 2020; Spence et al., 2019) define this kind of communication with machines as human-machine communications whereby technologies replicate aspects of human intelligence and perform tasks that typically require human cognition.

ChatGPT in the Workplace

Developed by OpenAI during the rapid proliferation of artificial intelligence (AI) and machine learning (ML), ChatGPT is a language model developed with five functional domains of ChatGPT including critical writing, essay writing, prompt writing, code writing, and answering questions (Taecharungroj, 2023). ChatGPT also offers topic presentation development capabilities, topic detection, emotion detection, and sentiment analysis. Based on the previously mentioned by resumebuilders.com, they found that US organizations employ ChatGPT for various reasons. With the majority being for programming code about 66 percent (%), 58% for copywriting and content creation, 57% using it for customer service-related tasks, with about 52% of polled participants responding that prefer to use it for summarizing meetings and other documents (Arviani et al., 2023). Despite the relevance of these findings, there are limited research findings on AI adoption effects from a communication or management perspective. Existing research on AI adoption in business tends to focus on benefits and effects on efficiency and productivity, often from a STEM-related angle or a customer service or sales perspective.

Using the PSI (Preference Selection Index) and COPRAS (Complex Proportional Assessment), Raj et al. (2023) analyzed the potential benefits and use cases of ChatGPT as a tool for improving the efficiency and effectiveness of business operations in STEM-related professions such as product designers, service engineers, data scientists, programmers, researchers, and business development. They found that ChatGPT may help organizations meet customer demands more efficiently and effectively by offering timely and informed responses to client inquiries or concerns, which can lead to improved levels of customer satisfaction (Raj et al., 2023). Amongst the benefits, increased efficiency within a business, improved accuracy within the business, the ability to automate repetitive tasks, providing quick, informative, and more natural responses, led to leads to more client experience customer and increased overall satisfaction and organizational performance (Raj et al., 2023).

Managerial Perceptions of AI-assisted Work

Ransbotham et al. (2018) surveyed global business executives, managers, and analysts on AI. They found that 73% hoped AI would take over some of their job tasks, while 33% feared it would take over their jobs. Experts and specialists expressed the most concern about AI replacing their responsibilities. Brock and von Wangenheim (2019) surveyed executives and managers about applications of AI in business but did not ask about attitudes towards AI at all. The nearest they came when discussing managers' perception towards AI use, was a recommendation that "Managers should lead and actively endorse the firm's AI project(s)" (p.129).

(Cao et al., 2021) developed an integrated AI acceptance-avoidance model to test for both the positive and negative factors that influence managers' attitudes and behavioral intentions towards using AI, through a survey administered to 269 UK business managers. Findings indicated that managers' attitudes toward AI are indirectly affected by facilitating conditions, performance expectancy, and effort expectancy. Results also revealed negative effects on managers' perceptions of AI use for organizational tasks as it would diminish manager decision-making. Cao et al (2021) also suggest that organizations wishing to use AI for tasks may need to provide training so managers can have a better understanding of AI, this helps them be confident in their ability to make better evaluations while significantly alleviating their perceived AI concerns Cao et al (2021). Amongst these concerns are explainability, transparency, and interpretation (Goktas, 2024), as the complex nature of

ChatGPT's algorithms can make it challenging to understand and explain the reasoning behind its outputs and recommendations.

These findings are evidence of the possible impacts of AI use for workplace tasks and its effects on managerial perceptions in industries. It also stresses the importance of research into the possible effects of AI use (ChatGPT) on managerial/employer evaluation abilities and perceptions, especially in industries heavy in content production and relationship building. These include corporate communications, business consulting, digital marketing, and public relations professionals, which is study refers to as communication management industries.

Communications Management Industry

This study adopts Brønn's (2014) definition of communication management as "the steering of all communications in the context of the organization" (p. 753) and follows an integrated understanding of communications past disciplinary boundaries, encompassing industries including public relations, management consulting marketing, and corporate communications (Zerfass et al., 2020).

Using data collection techniques that leverage literature studies Arviani et al. (2023) observes the potential and impact of ChatGPT on marketing communications. Results of the study, suggest that ChatGPT can provide and support creative content creation or copywriting, improve customer service, automate repetitive tasks, and support data analysis. However, the authors highlight that humans are irreplaceable for examining the quality of outputs, execution of marketing ideas, and creating marketing messages consistent with a company's strategy and brand vision. On the other hand, Nugroho et al., (2023) focus their research on the role of ChatGPT in improving the efficiency of business communication in management science. In their study, they express that business communication in management science which encompasses communication management industry roles, plays a key role in managing daily operations and facilitating relationships with customers and partners. Nugroho et al., (2023) identify key aspects of business consulting roles where AI technologies can provide assistance and also disrupt, including efficiency. effectiveness (performance), client expectations. competitive advantage, and workforce adaptation. These findings are also consistent with (Arviani et al., 2023) in similar task-related areas.

ChatGPT and Organizational Performance

Concerning ChatGPT's use and its effects on organizational competitiveness, performance, and client expectation, Chu (2023) applies three Tenet of the D&M Information Systems Success Model to test the perceptions of Quality (system, service, and informational qualities) of ChatGPT outputs and how this influenced, customer satisfaction and organizational performance of 300 office workers in Korea. System quality reflects the reliability, ease of use, response time, and availability of ChatGPT systems. Service quality is characterized by its ability to meet user requirements, reliability, and responsiveness Chu (2023) cites (Teo et al., 2008; Veeramootoo et al., 2018) definitions of information quality, characterizing it with attributes including *accuracy*, *timeliness*, completeness, and relevance, and posits that these variables should be used to measure the quality of information.

Chu (2023) hypothesized that all three quality components will positively influence satisfaction and work performance. The findings revealed significant results which confirmed that system quality, service quality, and information quality have positive impacts on satisfaction. Their results also revealed a positive significant relationship between satisfaction and organizational performance ($\beta = 0.269$, $p < 0.001$). This evidence suggests that the quality of work can significantly impact an organization's long-term performance.

The next section presents theoretical foundations and conceptualization of quality management and quality of work, core in guiding the development of the research questions proposed in this study.

Theoretical foundations
Scientific Management theory

Earlier studies related to quality management in workers often mention scientific management theoretical assumptions by Frederick Taylor. Taylor's major principles centered around applying scientific methods to assess work quality and task performance. Where efficiency is the rate at which work is completed coupled with the quality of work produced (Hose-Ryan, 2022).

Total Quality Management

Experts in quality management, such as Deming, Juran, Crosby, Feigenbaum, and Ishikawa, are credited with establishing the principles and practices underlying this concept. Quality was defined as "value" (Feigenbaum, 1957), "conformance to requirements" (Crosby, 1979), "defect avoidance" (Crosby, 1984), and "fitness for use" (Juan & Gryna, 1988) (Agrawal, 2019) . They advocated that higher quality leads to higher levels of productivity, which in turn leads to increased long-term competitiveness (Martin, 1993; Kenyon & Sen, 2015). Agrawal (2019) applies ISS to provide valuable insights into interrelationships among TQM quality principles through a systematic framework, that offers implementation of TQM in diverse professional industries.

The scholarly interactions between Deming and Crosby lead to fourteen theoretical principles known as TQM and are often intertwined and treated as an operational management theoretical concept. The concept focuses on the quality of results and is based on the participation of all human resources and continuous improvement to long-term success through quality outputs that impact customer/ client satisfaction and provide benefits to members: organization (human resources) and society (Kenyon & Sen, 2015; Leonard & Mcadam, 2002)

This study attempts to summarize these principles into four core components to create a model that helps explain and better understand the impacts of ChatGPT and AI-assisted work on perceptions of quality.

According to TQM, companies must ***adopt a new philosophy*: Management must awaken to the challenges and technologies facing us in today's world (Goktas, 2024); Kenyon & Sen, 2015, pg 34). *Quality plan,* in this principle, Deming & Edwards (1982) posit that management must eliminate the need for mass inspection to achieve quality. However, this study suggests that inspections are crucial for sorting good output from bad and for collecting information on performance (Deming and Edwards 1982; Kenyon & Sen, 2015, pg 34), and because ChatGPT outputs are based on the quality of user prompts, evaluation of AI-assisted work can only be measured by systematic alignment client/organization criteria for quality, this can only be accomplished after ChatGPT produces output. Also, due to limited research on designing prompts, managers and employers in management communications often engage in manual review of employee outputs. *Institutional training*: As processes and methodologies are improved or changed, the workforce needs to be trained with new skills and knowledge. This is consistent with findings from (Cao, 2021) that managers are concerned about AI adoption in the workplace and the need for training on AI software for work. *Organizational culture*: Management should promote effective two-way communication and reduce fear within the organization, enabling everyone to work more effectively and productively, with AI this means being transparent about AI use and offering open and honest, punishment-free feedback, thus TQM offers a robust framework or understanding the crucial role of quality management in organizations. (Kenyon & Sen, 2015; Martin, 1993)

Conceptual Definitions
Quality of work
Kenyon and Sen (2015) leverage foundational studies (i.e., Feigenbaum, 1957; Crosby, 1979; Crosby, 1984; Deming & Edward. 1982; Juan and Gryna, 1988) to theorize seven dimensions (measures) of quality; This includes durable swapped for relevance, accuracy, reliability, creativity, serviceability (alignment to strategic goals), conformance, completeness (Kenyon & Sen, 2015 pg. 154).Xing & Jiang, (2024) explored the relationship between user experience and user satisfaction in ChatGPT use. They found that factors influencing user perception of the quality of ChatGPT outputs were usefulness, accuracy, growth, anthropomorphism, convenience, credibility, and creativity. However, among these factors, the researchers found only accuracy, anthropomorphism, creativity, and security indirectly influence user satisfaction, through perceived usefulness in AI-output, which is consistent with the theoretical assumptions of TAM (Davis, 1989). Research findings confirm the usefulness of ChatGPT to complete tasks as a key factor to the prominence of its adoption (Ma et al., 2024)

AI-Assisted work
The study conceptualizes AI-assisted work or output as any organizational task within communication management that is co-created with AI. This is consistent with HMC, specifically the CASA paradigm, which helps explain why and how managers evaluating AI-assisted work apply human-quality evaluation standards, such as assessing creativity, consistency, completeness, accuracy, and relevance. This can influence managers' perceptions of the quality of AI-assisted work outputs.

Hence, this study aims to explore if awareness of ChatGPT capabilities within the workplace will affect managers' perception of employees' quality of work, and their ability to evaluate employee quality of work.

Dimensions of AI-Assisted work in management communications
Based on Brønn, (2014) definition of communication management CM) and conceptualizations of day-to-day tasks in CM industries by (Arviani et al., 2023; Jusman et al., 2023) demonstrates the convergence in day-to-day tasks of communication management professionals that ChatGPT can assist in performing (Chu, 2023), you have more references). Thus, this study limits its research to understanding how AI awareness affects managers' perceptions and evaluations of the quality of work based on the outlined day-to-day tasks in Table 1, (See appendix).

AI awareness
AI awareness is defined as the awareness of the full capabilities and functions of AI machines such as ChatGPT and algorithm management within the workplace (Kong et al., 2021). In this study, AI awareness is conceptualized and operationalized as managers' awareness of ChatGPT's capacity to fulfill the tasks labeled in Table 1.

So far, this proposal reviewed existing literature and research on the intersection of AI's role in workplace tasks and managerial perceptions of work quality and performance, which revealed positive correlations between AI integration and organizational performance, (Chu, 2023; Nugroho et al. 2023). Past literature helped reveal the gap in existing research on the effects of AI/ChatGPT use on managerial functions (Cao et al 2021) Then, theoretical frameworks such as HMC and CASA paradigms were explained to explain why managers may perceive and respond to AI outputs as if they were human contributions, influencing their judgment and decision-making processes (Cao et al., 2021; Chu 2023; Guzman & Lewis, 2020).

Furthermore, TQM was present to offer robust criteria for defining "quality," (Kenyon & Sen, 2015) and the crucial role of quality management in organizations, while (Kenyon & Sen, 2015, pg 171-176; Xing & Jiang, 2024), offered a window to the understanding of quality attributes related to ChatGPT outputs to assist in addressing the following research questions;

RQ1: How do managers' AI awareness (Low, high) influence their perception of employees' quality of work when AI use is present vs absent?

RQ2: How does managers' AI awareness (low, high) affect their ability to evaluate an employee's quality of work when AI use is present vs absent?

To empirically test the above research questions this study adopts a mixed-methods experimental design approach, which the next section outlines

III. Methodology

This study adopts a mixed-methods experimental design to explore how managers' awareness of AI capabilities influences their perceptions and evaluations of employee work quality when AI (specifically ChatGPT) is involved. The mixed-methods approach combines quantitative and qualitative analysis, allowing for a comprehensive understanding of the research questions. It provides measurable outcomes through experimental methods while contextualizing findings through qualitative insights, ensuring an in-depth exploration of complex phenomena like managerial perceptions and evaluations.

Population and Sampling

The target population for this study is managers and leaders in communication management industries, including public relations, corporate communications, management consulting, and marketing. These fields are chosen because they rely heavily on creativity, strategy, and relationship-building tasks, areas where AI tools like ChatGPT are increasingly integrated as outlined in Table 1. At least 150 participants will be recruited to ensure statistical power and reliability. Purposive and snowballing sampling techniques will be used to select participants with relevant managerial experience in communication management industries. Recruitment will occur by leveraging professional networks, LinkedIn groups, and industry associations.

Design

The study employs a 2 x 2 between-subjects factorial design. The independent variables are AI Awareness (High vs. Low). The dependent variable is the perceived quality of employee work, measured using a validated quality evaluation scale adapted to fit the study context.

A structured survey was adopted to collect participant demographic and occupational data including years of managerial experience, industry, age, country of nationality, and residence. The survey will also gauge, manager's AI awareness levels, perceptions, and attitudes toward AI-assisted work. The survey will also be used as a criterion to know which groups of participants have high AI awareness and which have mid to low AI awareness, based on median split scores.

Then, a within-subjects experiment will be designed where managers will evaluate the outputs of a communication-related task (e.g., press release, positioning strategy) produced by: (a) A human employee without AI assistance, (b) A human employee with AI (ChatGPT) assistance. The outputs will be anonymized and randomized to mitigate biases. (reference) Managers will rate each output based on predefined quality dimensions outlined by TQM (Deming & Edwards 1982; Kenyon & Sen, 2015; Xing & Jiang, 2024).

Materials and Measures

AI awareness will be assessed using a two-item measure, each designed to capture distinct dimensions of awareness. The first is a single item with a normal scale measure, where participants self-report their perceived AI awareness. *e.g. how would you describe your awareness of AI capabilities in the workplace?"* Responses will be categorized into the *Low Awareness: Little to no understanding of AI capabilities. Moderate Awareness: General understanding of AI capabilities but limited practical experience. High Awareness: Comprehensive understanding of AI capabilities and significant practical experience*.

The second item evaluates the perceived usefulness of AI, drawing from the Technology Acceptance Model (Davis, 1989; Ma et al., 2024). Participants will respond to the statements on the perceived usefulness of

ChatGPT to complete tasks Table 1 e.g., *"Overall, how useful do you believe AI is for creating brand strategy documents*? Responses will be captured on a 7-point Likert scale (1 = *Not Useful at All*, 7 = *Extremely Useful*).

***Perceived Quality of Work*:** perceived quality of work will be measured on series of Likert scale measures where managers rate each output based on five quality dimensions using a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree): Relevance: The content produced aligns with the task requirements, Accuracy: The information provided is precise and free from errors, Creativity: The output demonstrates originality and innovation, Completeness: The work addresses all necessary aspects of the task. Conformance to Organizational Goals: The output aligns with the organization's mission and objectives. To measure evaluation ability, managers' evaluation will be compared to a communications industry expert with a PhD in English literature and communications) ratings. The "expert" will serve as an evaluator of quality.

A second phase of this research will be to conduct semi-structured interviews with a subset of willing participants from our experiment with both low and high AI awareness as reported by the survey to explore the reasoning behind quality assessments, offering insights into cognitive processes influenced by AI awareness.

These interviews will last between 45 minutes to 1 hour and will explore the following themes:
☐ AI Awareness: Understanding of AI's capabilities and limitations.
☐ Perceived Impact of AI on Work Quality: Perceptions of how AI impacts the quality of employee outputs.
☐ Evaluating AI-assisted Work: How managers evaluate the quality of AI-generated work compared to human-generated work, to understand if there are any differences.
☐ AI and Managerial Decision-Making: How AI tools like ChatGPT influence managerial decisions regarding employee performance, creativity, and work effectiveness.
☐ Training and Organizational Support: How well-equipped managers feel in handling AI-assisted work and what additional training they believe is necessary as this is crucial in quality management according to principles of TQM

Thematic analysis of interview data will identify key themes related to managerial perceptions of AI in the workplace, including concerns, opportunities, and decision-making processes.

Future implications

This study integrates foundational theories, empirical methodologies, and practical considerations to explore how AI awareness shapes managerial evaluations of AI-assisted work. By addressing critical gaps in understanding human-AI collaboration within communication-intensive industries, the research aims to contribute meaningfully to both academic scholarship and organizational practice. By integrating TQM and ISS models, this study hopes to contribute to the existing body of research and theory aimed at developing a consistent framework for evaluating the quality of AI-assisted / human AI-co-created outputs.

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