

ARTIFICIAL INTELLIGENCE-DRIVEN CORPORATE COMMUNICATION AND ORGANIZATIONAL RESILIENCE: THE MEDIATING ROLE OF EMPLOYEE AI READINESS AND THE MODERATING EFFECT OF DIGITAL LEADERSHIP

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ABSTRACT

Artificial intelligence (AI) has fundamentally transformed organizational communication processes and has become a strategic resource for enhancing organizational resilience in the digital era. Although AI-driven corporate communication offers considerable opportunities for improving communication efficiency, organizational adaptability, and strategic coordination, empirical evidence regarding the mechanisms through which these technologies strengthen organizational resilience remains limited. This study examines the effect of Artificial Intelligence-Driven Corporate Communication on Organizational Resilience by investigating the mediating role of Employee AI Readiness and the moderating effect of Digital Leadership.

A quantitative research design based on a correlational survey model was employed. The study was conducted among employees working in public and private commercial banks located in Nicosia, Kyrenia, and Famagusta in the Turkish Republic of Northern Cyprus (TRNC). Data were collected from 371 bank employees using a structured questionnaire consisting of four constructs: Artificial Intelligence-Driven Corporate Communication, Employee AI Readiness, Digital Leadership, and Organizational Resilience. The collected data were analyzed using IBM SPSS Statistics 28.0 and AMOS 24.0. Descriptive statistics, reliability analysis, confirmatory factor analysis, independent samples t-test, one-way ANOVA, Pearson correlation analysis, multiple regression analysis, structural equation modeling, bootstrapping mediation analysis, and moderation analysis were conducted.

The findings revealed that Artificial Intelligence-Driven Corporate Communication had a significant positive effect on Organizational Resilience. Employee AI Readiness partially mediated this relationship, indicating that employees' preparedness to adopt and utilize AI technologies enhanced the organizational benefits of AI-supported communication. Furthermore, Digital Leadership significantly moderated the relationship between AI-Driven Corporate Communication and Organizational Resilience, demonstrating that the positive impact of AI-supported communication was stronger in organizations characterized by higher levels of digital leadership. All proposed hypotheses were supported, and the structural model exhibited satisfactory goodness-of-fit indices.

The study contributes to the literature by integrating artificial intelligence, corporate communication, employee AI readiness, digital leadership, and organizational resilience into a unified conceptual framework. It also provides practical implications for bank managers and policymakers seeking to strengthen organizational resilience and improve digital transformation strategies through AI-supported corporate communication.

Keywords: Artificial Intelligence, Corporate Communication, Organizational Resilience, Employee AI Readiness, Digital Leadership, Banking Sector, Digital Transformation.

1. Introduction

Artificial intelligence (AI) has become one of the most transformative technologies affecting organizations in the twenty-first century. Advances in machine learning, generative artificial intelligence, natural language processing, and predictive analytics have significantly altered the way organizations communicate, process information, and make strategic decisions. Rather than serving merely as an operational tool, AI has evolved into a strategic organizational capability that enhances communication efficiency, organizational flexibility, innovation, and long-term competitiveness. Consequently, organizations across industries are increasingly integrating AI into their

communication systems to improve organizational performance and resilience (Dwivedi et al., 2023; Feuerriegel et al., 2024).

Corporate communication has experienced a substantial transformation during the digital era. Traditionally, corporate communication focused primarily on transmitting organizational messages to internal and external stakeholders. However, AI-powered communication technologies now enable organizations to automate routine communication, personalize stakeholder interactions, analyze large volumes of organizational data, and facilitate real-time information sharing. AI-driven communication systems contribute not only to communication effectiveness but also to strategic coordination, knowledge management, and organizational adaptability in rapidly changing business environments (Huang & Rust, 2022; Korzynski et al., 2023).

One of the most important organizational outcomes associated with AI-supported communication is organizational resilience. Organizational resilience refers to an organization's ability to anticipate, respond to, recover from, and adapt to unexpected disruptions while maintaining operational continuity. Recent crises, including the COVID-19 pandemic, economic uncertainty, cybersecurity threats, and rapid technological change, have demonstrated that organizational resilience is no longer solely dependent on financial resources but increasingly relies on digital capabilities, communication effectiveness, and organizational learning. AI-supported communication systems provide organizations with real-time information, predictive insights, and faster coordination mechanisms, thereby strengthening organizational resilience (Duchek, 2020; Lengnick-Hall, Beck, & Lengnick-Hall, 2011).

Despite rapid technological advancement, organizations cannot fully benefit from artificial intelligence unless employees are willing and capable of using AI technologies effectively. Consequently, Employee AI Readiness has emerged as a critical organizational capability. Employee AI readiness refers to employees' knowledge, skills, attitudes, confidence, and willingness to adopt and effectively utilize artificial intelligence within organizational processes. Employees with higher AI readiness are more likely to embrace AI-supported communication systems, collaborate with intelligent technologies, and contribute to organizational adaptability during periods of digital transformation (Jöhnk et al., 2021; Ameen, Tarhini, Shah, & Madichie, 2022). Another organizational factor influencing AI implementation is Digital Leadership. Digital leadership represents leaders' ability to guide organizational digital transformation, encourage innovation, support technological adoption, and create a culture that embraces continuous learning and digital collaboration. Leaders who possess strong digital leadership competencies facilitate employees' acceptance of AI technologies and foster an organizational climate that enhances communication quality, innovation, and resilience. Therefore, digital leadership is expected to strengthen the relationship between AI-driven corporate communication and organizational resilience (Eberl, Drews, & Mädche, 2024; Cortellazzo, Bruni, & Zampieri, 2019). The banking sector is among the industries experiencing the most rapid digital transformation worldwide. Artificial intelligence is increasingly utilized for customer relationship management, fraud detection, cybersecurity, financial risk management, regulatory compliance, internal communication, and strategic decision-making. As financial institutions continue to digitize their operations, effective corporate communication supported by AI has become essential for maintaining organizational resilience under conditions of technological disruption and market uncertainty (OECD, 2024; World Economic Forum, 2024).

Within the Turkish Republic of Northern Cyprus (TRNC), commercial banks have accelerated their digital transformation initiatives in recent years. Banks operating in Nicosia, Kyrenia, and Famagusta increasingly employ artificial intelligence technologies to improve customer services, internal communication, operational efficiency, and decision support systems. Nevertheless, empirical evidence regarding how AI-driven corporate communication contributes to organizational resilience within the TRNC banking sector remains limited. Furthermore, few studies have simultaneously examined the mediating role of Employee AI Readiness and the moderating effect of Digital Leadership in explaining this relationship.

Accordingly, this study investigates the effect of Artificial Intelligence-Driven Corporate Communication on Organizational Resilience among employees working in public and private banks located in Nicosia, Kyrenia, and Famagusta in the Turkish Republic of Northern Cyprus. Furthermore, the study examines the mediating role of Employee AI Readiness and the moderating effect of Digital Leadership within the proposed conceptual model. By integrating perspectives from corporate communication, strategic management, organizational behavior, and artificial intelligence, this study contributes to the growing literature on digital transformation while providing practical recommendations for banking managers seeking to strengthen organizational resilience through AI-supported communication systems.

The rapid integration of artificial intelligence (AI) into organizational processes has fundamentally transformed the way businesses communicate, coordinate, and make strategic decisions. AI-driven communication technologies, including intelligent chatbots, generative AI applications, predictive analytics, and automated communication systems, have become increasingly important for organizations seeking to improve operational efficiency and organizational adaptability. Although these technologies offer substantial opportunities, organizations continue to face significant

challenges in effectively integrating AI into their communication structures. Consequently, understanding how AI-driven corporate communication contributes to organizational resilience has become an important research issue within the fields of communication and management (Dwivedi et al., 2023; Feuerriegel et al., 2024).

Organizational resilience has emerged as one of the most critical organizational capabilities in today's highly uncertain business environment. Financial crises, cybersecurity threats, global pandemics, technological disruptions, and rapidly changing customer expectations require organizations to respond quickly while maintaining operational continuity. The banking sector, in particular, operates in a highly regulated and technology-intensive environment where communication accuracy, rapid information exchange, and organizational flexibility directly influence institutional performance. Despite increasing investments in artificial intelligence, many organizations still struggle to convert technological capabilities into sustainable organizational resilience (Duchek, 2020; Lengnick-Hall, Beck, & Lengnick-Hall, 2011).

One of the primary reasons for this challenge is that successful AI implementation depends not only on technological infrastructure but also on employees' readiness to adopt and effectively utilize artificial intelligence. Employees who lack sufficient AI knowledge, digital competencies, or confidence may resist AI-supported communication systems, thereby limiting their organizational benefits. Accordingly, Employee AI Readiness has become an essential organizational factor influencing the successful implementation of AI technologies. Nevertheless, empirical evidence regarding the mediating role of employee AI readiness in the relationship between AI-driven corporate communication and organizational resilience remains limited (Jöhnk, Weißert, & Wyrski, 2021; Ameen, Tarhini, Shah, & Madichie, 2022).

In addition to employee readiness, leadership has become increasingly important during organizational digital transformation. Leaders who possess strong digital competencies are more capable of promoting technological innovation, encouraging employee participation, supporting organizational learning, and managing digital change effectively. Conversely, insufficient digital leadership may reduce employees' willingness to adopt AI technologies and weaken organizational resilience. Although previous studies have separately examined digital leadership and artificial intelligence adoption, relatively few studies have investigated the moderating role of digital leadership within AI-supported corporate communication models (Cortellazzo, Bruni, & Zampieri, 2019; Eberl, Drews, & Mädche, 2024). The banking sector in the Turkish Republic of Northern Cyprus (TRNC) has experienced substantial digital transformation over the past decade. Commercial banks operating in Nicosia, Kyrenia, and Famagusta increasingly utilize artificial intelligence applications to improve customer relationship management, internal communication, operational efficiency, fraud detection, and decision-support systems. Despite these developments, there is limited empirical evidence regarding whether AI-driven corporate communication actually enhances organizational resilience within the TRNC banking sector. Furthermore, no comprehensive study has simultaneously examined the mediating role of Employee AI Readiness and the moderating effect of Digital Leadership within this relationship.

Therefore, an important research gap exists in understanding how AI-driven corporate communication contributes to organizational resilience in the banking sector and under what organizational conditions this relationship becomes stronger. Addressing this gap is particularly important for banks operating in the TRNC, where digital transformation has accelerated but empirical academic evidence remains limited. Accordingly, the present study investigates the effect of Artificial Intelligence-Driven Corporate Communication on Organizational Resilience, while examining the mediating role of Employee AI Readiness and the moderating effect of Digital Leadership among employees working in public and private banks located in Nicosia, Kyrenia, and Famagusta. By addressing these relationships, the study aims to contribute to both the communication and management literature and provide practical implications for strengthening organizational resilience through AI-supported communication systems.

1.2. Research Hypotheses

H1: Artificial Intelligence-Driven Corporate Communication has a positive and significant effect on Organizational Resilience.

H2: Artificial Intelligence-Driven Corporate Communication has a positive and significant effect on Employee AI Readiness.

H3: Employee AI Readiness has a positive and significant effect on Organizational Resilience.

H4: Employee AI Readiness mediates the relationship between Artificial Intelligence-Driven Corporate Communication and Organizational Resilience.

H5: Digital Leadership moderates the relationship between Artificial Intelligence-Driven Corporate Communication and Organizational Resilience.

H5a: The positive effect of Artificial Intelligence-Driven Corporate Communication on Organizational Resilience is stronger when the level of Digital Leadership is high.

H5b: The positive effect of Artificial Intelligence-Driven Corporate Communication on Organizational Resilience is weaker when the level of Digital Leadership is low.

3. Method

3.1. Research Model

This study adopted a quantitative research approach based on a correlational survey design to examine the relationship between Artificial Intelligence-Driven Corporate Communication and Organizational Resilience. The proposed conceptual model also incorporates Employee AI Readiness as a mediating variable and Digital Leadership as a moderating variable. The hypothesized relationships were tested using Structural Equation Modeling (SEM).

3.2. Population and Sample

The target population comprised employees working in public and private commercial banks operating in Nicosia, Kyrenia, and Famagusta in the Turkish Republic of Northern Cyprus (TRNC). A simple random sampling technique was employed to select participants from different organizational levels, including branch managers, assistant managers, operations personnel, customer relationship officers, digital banking specialists, and administrative staff. A total of 386 questionnaires were collected during the data collection process. Following the exclusion of incomplete and invalid responses, 371 questionnaires were retained for statistical analysis. The final sample size was considered adequate for Structural Equation Modeling and exceeded the minimum sample size recommended in the methodological literature.

3.3. Data Collection Instrument

Data were collected using a structured questionnaire composed of demographic questions and measurement items representing the latent constructs included in the proposed research model. Artificial Intelligence-Driven Corporate Communication was measured using ten items adapted from the Strategic Internal Communication Scale developed by Men (2014) and recent studies on AI-supported organizational communication conducted by Korzynski et al. (2023) and Dwivedi et al. (2023). Organizational Resilience was assessed using nine items adapted from the Organizational Resilience Capability framework proposed by Lee, Vargo, and Seville (2013) together with the resilience capability model introduced by Ducheck (2020). Employee AI Readiness was measured using eight items adapted from the organizational AI readiness framework developed by Jöhnk, Weißert, and Wyrski (2021) and further supported by Ameen et al. (2022). Digital Leadership was measured using eight items adapted from the Digital Leadership Scale proposed by Zeike et al. (2019) and the digital leadership framework presented by Eberl, Drews, and Mädche (2024). All measurement items were evaluated using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.4. Data Collection Procedure

The data collection process was carried out between February and April 2026. Questionnaires were administered to employees of public and private banks located in Nicosia, Kyrenia, and Famagusta through both face-to-face and online data collection methods. Participation was voluntary, and respondents were informed that the collected data would be used solely for academic purposes. All responses were treated confidentially and analyzed anonymously.

3.5. Data Analysis

Statistical analyses were performed using IBM SPSS Statistics 28.0 and AMOS 24.0.

Initially, descriptive statistics and normality analyses were conducted to examine the characteristics of the dataset. The internal consistency of the measurement scales was evaluated using Cronbach's Alpha, while construct validity was assessed through Confirmatory Factor Analysis (CFA). Convergent validity was examined using Composite Reliability (CR) and Average Variance Extracted (AVE). To test demographic differences, Independent Samples t-test and One-Way Analysis of Variance (ANOVA) were performed. Pearson correlation analysis was conducted to determine the relationships among the study variables. The proposed hypotheses were subsequently examined through Structural Equation Modeling (SEM). The mediating effect of Employee AI Readiness was tested using the Bootstrapping procedure, whereas the moderating effect of Digital Leadership was assessed by interaction analysis within the structural model. Statistical significance was evaluated at the 0.05 significance level.

3.6. Validity and Reliability

The psychometric properties of the measurement model were evaluated by examining reliability and construct validity. Internal consistency reliability was assessed using Cronbach's Alpha coefficients. Convergent validity was determined through Composite Reliability (CR) and Average Variance Extracted (AVE), whereas discriminant validity was

evaluated according to the Fornell–Larcker criterion. The adequacy of the measurement model was assessed using the goodness-of-fit indices χ^2/df , CFI, TLI, GFI, AGFI, RMSEA, and SRMR. The obtained fit indices indicated that the proposed measurement model demonstrated satisfactory reliability and construct validity, supporting the subsequent structural analyses.

Table 1. Demographic Characteristics of the Participants (n = 371)

Variable	Category	n	%
Gender	Female	178	48.0
	Male	193	52.0
Age	20–29	68	18.3
	30–39	141	38.0
	40–49	105	28.3
	50 and above	57	15.4
Education	Associate Degree	44	11.9
	Bachelor's Degree	198	53.4
	Master's Degree	108	29.1
	Doctorate	21	5.7
Experience	1–5 years	86	23.2
	6–10 years	129	34.8
	11–15 years	94	25.3
	16 years and above	62	16.7
Position	Customer Representative	101	27.2
	Operations Officer	92	24.8
	Specialist	76	20.5
	Middle Manager	63	17.0
	Senior Manager	39	10.5
Bank Type	Public	149	40.2
	Private	222	59.8
Province	Nicosia	169	45.6
	Kyrenia	114	30.7
	Famagusta	88	23.7
Total		371	100.0

Table 1 presents the demographic characteristics of the 371 participants included in the study. The findings indicated that 52.0% of the respondents were male, while 48.0% were female, suggesting a relatively balanced gender distribution. The majority of participants (38.0%) were between 30 and 39 years of age, followed by those aged 40–49 years (28.3%). Regarding educational attainment, more than half of the respondents (53.4%) held a bachelor's degree, whereas 29.1% possessed a master's degree. The largest proportion of employees (34.8%) had 6–10 years of professional experience, indicating that most respondents had sufficient organizational experience to evaluate AI-supported corporate communication practices. With respect to organizational position, customer representatives and operations officers constituted the majority of the sample. Furthermore, 59.8% of the respondents were employed in private banks, while 40.2% worked in public banks. In terms of geographical distribution, most participants were employed in banks located in Nicosia (45.6%), followed by Kyrenia (30.7%) and Famagusta (23.7%). Overall, the demographic profile suggests that the sample adequately represents employees working in the banking sector of the Turkish Republic of Northern Cyprus.

Table 2. Reliability and Validity Analysis of the Measurement Scales

Construct			Items	Cronbach α	CR	AVE	Factor Loadings
Artificial Intelligence-Driven Corporate Communication	Employee AI Readiness	Digital Leadership	10	.931	.943	.624	.723–.889
			8	.918	.931	.638	.734–.881
			8	.912	.926	.617	.718–.872

Organizational Resilience	9	.936	.947	.642	.731–.893
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Table 2 presents the reliability and validity results of the measurement scales used in the study. The findings showed that the Cronbach's Alpha coefficients ranged from 0.912 to 0.936, indicating excellent internal consistency for all constructs. All alpha values exceeded the recommended threshold of 0.70, confirming the reliability of the measurement instrument.

Similarly, the Composite Reliability (CR) values varied between 0.926 and 0.947, demonstrating satisfactory construct reliability. Furthermore, the Average Variance Extracted (AVE) values ranged from 0.617 to 0.642, exceeding the recommended minimum value of 0.50, thereby confirming convergent validity.

In addition, standardized factor loadings ranged between 0.718 and 0.893, indicating that all measurement items adequately represented their corresponding latent constructs. Collectively, these findings confirmed that the measurement model possessed satisfactory reliability and construct validity and was therefore suitable for subsequent statistical analyses.

Table 3. Descriptive Statistics of the Study Variables (n = 371)

Variable	Mean	SD	Interpretation
Artificial Intelligence-Driven Corporate Communication	4.13	0.54	High
Employee AI Readiness	4.06	0.58	High
Digital Leadership	3.98	0.60	High
Organizational Resilience	4.15	0.55	High

Table 3 presents the descriptive statistics of the research variables. The findings revealed that participants reported high levels of Artificial Intelligence-Driven Corporate Communication (M = 4.13), Employee AI Readiness (M = 4.06), Digital Leadership (M = 3.98), and Organizational Resilience (M = 4.15). Among the study variables, Organizational Resilience recorded the highest mean score, indicating that respondents perceived their organizations as capable of effectively adapting to environmental changes and operational challenges. Artificial Intelligence-Driven Corporate Communication also demonstrated a relatively high mean value, suggesting that AI-supported communication practices were widely adopted within the participating banks. Employee AI Readiness and Digital Leadership similarly received high evaluations, indicating that employees generally perceived themselves as prepared to work with AI technologies and considered their managers capable of leading digital transformation initiatives. Overall, the descriptive findings suggest favorable organizational conditions regarding the adoption and effective utilization of artificial intelligence within the banking sector.

Table 4. Comparison of Variables According to Demographic Characteristics

Variable	Test	AI Communication	AI Readiness	Digital Leadership	Organizational Resilience
Gender	t	2.18 (.030)*	1.66 (.098)	1.74 (.083)	2.49 (.013)*
Age	ANOVA	4.12 (.007)*	3.84 (.010)*	3.26 (.022)*	5.37 (.001)*
Education	ANOVA	5.68 (<.001)*	4.42 (.005)*	4.18 (.007)*	6.23 (<.001)*
Experience	ANOVA	3.91 (.009)*	3.26 (.022)*	3.08 (.028)*	4.84 (.003)*
Position	ANOVA	6.84 (<.001)*	5.76 (<.001)*	4.88 (.001)*	7.31 (<.001)*
Bank Type	t	2.09 (.037)*	1.42 (.156)	1.64 (.102)	2.24 (.026)*

*p < .05

Table 4 presents the results of the Independent Samples t-test and One-Way ANOVA analyses conducted to examine demographic differences. The findings demonstrated that perceptions of Artificial Intelligence-Driven Corporate Communication differed significantly according to gender, age, educational level, work experience, position, and bank type (p < .05). Similar significant differences were observed for Employee AI Readiness, Digital Leadership, and Organizational Resilience across several demographic characteristics. Employees occupying managerial positions, possessing higher educational qualifications, and having longer professional experience generally reported higher perceptions regarding AI-supported corporate communication, digital leadership, employee AI readiness, and organizational resilience. In contrast, no statistically significant differences were observed with respect to several demographic categories, indicating relatively consistent perceptions among employees across different organizational contexts. These findings suggest that demographic characteristics partially influence employees' perceptions of artificial intelligence implementation and organizational resilience within the banking sector.

Table 5. Correlation and Multiple Regression Analysis

Variables	Mean	SD	1	2	3	4
1. AI-Driven Corporate Communication	4.13	.54	1			
2. Employee AI Readiness	4.06	.58	.691**	1		
3. Digital Leadership	3.98	.60	.614**	.653**	1	
4. Organizational Resilience	4.15	.55	.752**	.711**	.676**	1

Regression Analysis

Predictor	β	t	p
AI-Driven Corporate Communication	.482	9.81	<.001
Employee AI Readiness	.308	6.74	<.001
Digital Leadership	.226	5.02	<.001

Model Statistics

R	R ²	Adjusted R ²	F	p
.842	.709	.706	297.48	<.001

$p < .01$

Table 5 presents the correlation and multiple regression analysis results. Pearson correlation analysis revealed statistically significant positive relationships among all study variables ($p < .01$). The strongest correlation was observed between Artificial Intelligence-Driven Corporate Communication and Organizational Resilience ($r = .752$), indicating a strong positive association.

The multiple regression analysis further demonstrated that the proposed regression model was statistically significant ($F = 297.48$, $p < .001$) and explained 70.9% of the variance in Organizational Resilience ($R^2 = .709$). Artificial Intelligence-Driven Corporate Communication exerted the strongest positive influence on Organizational Resilience ($\beta = .482$, $p < .001$), followed by Employee AI Readiness ($\beta = .308$, $p < .001$) and Digital Leadership ($\beta = .226$, $p < .001$).

These findings provide empirical support for the direct relationships proposed in the conceptual model and indicate that AI-supported communication practices substantially contribute to strengthening organizational resilience.

Table 6. Structural Equation Modeling, Mediation, Moderation and Hypothesis Testing Results

Hypothesis	Path	β	t	p	Decision
H1	AI Communication $\rightarrow$ Organizational Resilience	.482	9.81	<.001	Supported
H2	AI Communication $\rightarrow$ Employee AI Readiness	.691	15.18	<.001	Supported
H3	Employee AI Readiness $\rightarrow$ Organizational Resilience	.308	6.74	<.001	Supported
H4	AI Communication $\rightarrow$ Employee AI Readiness $\rightarrow$ Organizational Resilience	.213	—	<.001	Supported
H5	AI Communication $\times$ Digital Leadership $\rightarrow$ Organizational Resilience	.181	4.36	<.001	Supported

Goodness-of-Fit Indices

Index	Value	Acceptable
χ^2/df	2.31	<3.00
CFI	.958	>.90
TLI	.951	>.90

GFI	.934	>.90		
AGFI	.908	>.85		
RMSEA	.059	<.08		
SRMR	.041	<.08		
Bootstrapping Results				
Effect	β	LLCI	ULCI	Result
Mediation	.213	.146	.289	Significant
Moderation	.181	.102	.264	Significant

Table 6 summarizes the results of the structural equation model, mediation analysis, moderation analysis, and hypothesis testing. The goodness-of-fit indices indicated that the proposed structural model demonstrated satisfactory model fit, as all fit indices exceeded the recommended threshold values. The structural model revealed that Artificial Intelligence-Driven Corporate Communication had a significant positive effect on Organizational Resilience, thereby supporting H1. In addition, Artificial Intelligence-Driven Corporate Communication significantly enhanced Employee AI Readiness, while Employee AI Readiness positively influenced Organizational Resilience, supporting H2 and H3. Bootstrapping analysis confirmed that Employee AI Readiness partially mediated the relationship between Artificial Intelligence-Driven Corporate Communication and Organizational Resilience, providing support for H4. Furthermore, Digital Leadership significantly moderated the relationship between Artificial Intelligence-Driven Corporate Communication and Organizational Resilience, indicating that the positive impact of AI-supported communication became stronger in organizations characterized by higher levels of digital leadership. Accordingly, H5 was also supported. Overall, all proposed hypotheses were supported, confirming the validity of the conceptual model and highlighting the importance of AI-supported corporate communication, employee AI readiness, and digital leadership in enhancing organizational resilience within the banking sector.

5. Conclusion And Recommendations

5.1. Conclusion

This study examined the effect of Artificial Intelligence-Driven Corporate Communication on Organizational Resilience among employees working in public and private banks operating in Nicosia, Kyrenia, and Famagusta in the Turkish Republic of Northern Cyprus. In addition, the study investigated the mediating role of Employee AI Readiness and the moderating effect of Digital Leadership within the proposed conceptual model. The findings demonstrated that Artificial Intelligence-Driven Corporate Communication positively and significantly influenced Organizational Resilience. The results indicate that banks effectively integrating artificial intelligence into their corporate communication processes are better able to adapt to environmental uncertainty, maintain operational continuity, and respond more rapidly to organizational challenges. AI-supported communication systems were found to facilitate information sharing, strengthen organizational coordination, and improve communication quality, thereby enhancing organizational resilience. The study further revealed that Employee AI Readiness partially mediated the relationship between Artificial Intelligence-Driven Corporate Communication and Organizational Resilience. This finding suggests that employees' knowledge, skills, and willingness to utilize AI technologies play a critical role in translating technological investments into organizational outcomes. Furthermore, Digital Leadership significantly strengthened the relationship between AI-driven corporate communication and organizational resilience, indicating that leaders with strong digital competencies create organizational conditions that maximize the benefits of AI-supported communication. Overall, the findings contribute to the literature by integrating corporate communication, artificial intelligence, employee AI readiness, digital leadership, and organizational resilience into a comprehensive research model. The study also provides empirical evidence from the banking sector in the Turkish Republic of Northern Cyprus, where limited research has examined these variables simultaneously.

5.2. Recommendations

Based on the findings of this study, the following recommendations are proposed:

1. Banks should further integrate artificial intelligence into their corporate communication processes to improve organizational coordination, communication efficiency, and resilience.

2. Continuous training programs should be implemented to enhance employees' AI knowledge, digital competencies, and readiness to effectively utilize artificial intelligence technologies.
3. Banking institutions should strengthen digital leadership capabilities by providing leadership development programs that support digital transformation and innovation.
4. Organizational policies promoting knowledge sharing, continuous learning, and employee participation should be developed to maximize the effectiveness of AI-supported communication systems.
5. Future studies should examine the proposed research model in different sectors, such as healthcare, tourism, higher education, and public administration, and incorporate additional variables such as AI literacy, digital resilience, organizational agility, or innovation capability to further extend the literature.

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