ISSN: 2755-0109

Journal of Media & Management

SCIENTIFIC Research and Community

Research Article

Open Access

# Artificial Intelligence and The Transformation of Digital Media Management

**Divyansh Mishra[1], Rajesh Kumar Mishra[2*] and Rekha Agarwal[3]**

[1]XLRI – Xavier School of Management, Jamshedpur, Jharkhand 831001, India

[2]ICFRE–Tropical Forest Research Institute (Ministry of Environment, Forests & Climate Change, Govt. of India), P.O. RFRC, Mandla Road, Jabalpur, MP-482021, India

[3]Government Science College, Jabalpur, MP-482001, India

**ABSTRACT**

Artificial Intelligence (AI) has emerged as one of the most influential technology driving the global media and communication industry. The integration of technologies such as machine learning, deep learning, Natural Language Processing, Computer Vision, Big Data, Cloud Computing and Generative artificial intelligence is being used to change how information is created, managed, distributed and consumed in organisations. Traditional media organisations are adapting to become more data driven, platform based and algorithmic. This can create opportunities for new ways of using intelligent automation for news creation, personalisation, intelligent audience analysis, predictive advertising, multilingual technologies, digital storytelling and informed decision making. However it does pose problems such as false information, deepfakes, algorithmic bias, data privacy issues, copyright issues, security issues, media consolidation issues, impact on jobs and issues with trust. This paper provides a conceptual inter-disciplinary review of the technology, organisational, economic, social and ethical implications of AI in modern media management. It draws on theories such as media ecology, digital transformation, technology-organisation-environment, platform society, socio-technical systems and dynamic capabilities. Focus will be on the impact of AI on journalism, social media, audience engagement, digital media economics and opportunities and limitations in developing economies, specifically India. A conceptual framework for understanding how technology readiness, organisational capabilities, human-AI collaboration, audience analytics and ethical governance could impact on media performance and sustainability is proposed. The paper argues that successful media transformation not only relies on advanced AI technologies but also the integration of computational intelligence and human intelligence, editorial freedom, accountability and communication for the public good.

***Corresponding author**

Rajesh Kumar Mishra, ICFRE–Tropical Forest Research Institute (Ministry of Environment, Forests & Climate Change, Govt. of India), P.O. RFRC, Mandla Road, Jabalpur, MP-482021, India.

**Received:** October 30, 2026; **Accepted:** November 03, 2026; **Published:** November 12, 2026

**Keywords:** Artificial Intelligence, Media Management, Digital Journalism, Social Media, Machine Learning, Generative AI, Digital Transformation, Algorithmic Communication, Audience Engagement, Media Economics, Misinformation, Information Governance, Organizational Innovation

## Introduction

The Changing Landscape of Global Media and Communication

The global media and communications industry is undergoing a complete overhaul. Technology, audiences and new digital economies are driving change within the industry. Traditional media such as newspapers, magazines, radio and TV have moved to a more complex system. This now includes online publishers, social media, streaming services, lone content creators, digital advertising and AI information.

This has changed the way that information is produced and consumed. In traditional media, content was highly controlled by the professionals. However, due to the invention of the internet and social media, people, communities, businesses and institutions can now be involved in creating and distributing information.

### Artificial Intelligence as a Transformative Force

AI technologies refer to computing systems that can emulate human intelligence functions such as learning, recognising patterns, making predictions, understanding language, classifying, decision making and creating content. With recent advances in computing, data, neural networks and AI model training, there are increased applications of AI in the media industry. Machine learning can be used to identify audience behaviours and make predictions, NLP can be used for transcribing, translating and summarising, computer vision for image classification and video indexing and generative AI can create content in text, image, audio and video formats.

This is changing the landscape for media companies as they need to develop skills in data analysis, digital strategy, algorithm management, cyber security and innovation management.

### Algorithmically Mediated Information

Recommendation engines and automated ranking systems are increasingly being used to determine which information an audience sees. These systems take into account user interaction with the content, content features, user history and contextual data to decide how to rank the information. This can aid the

discoverability of information, however it can affect how attention is distributed and cause issues with fairness between publishers and creators. The Reuters Institute have created a report on digital news titled Digital News Report 2025, which found that there is an increase in users relying on social and video platforms for news. From 2020 to 2025 there has been an increase of social video news consumption from 52% to 65% across their 48 markets surveyed. 58% of people responded that they were concerned with identifying accurate information from inaccurate information [1].

**Indian Digital Media Context**

India provides a particularly relevant context for investigating AI-enabled media transformation. Its linguistic diversity, expanding digital infrastructure, growing technology sector. Increasing dependence on mobile communication create opportunities for regional journalism, educational communication, entertainment, public information services, and digital entrepreneurship. AI-based translation, speech recognition, and multilingual content generation could improve information access, but these technologies must be evaluated for linguistic accuracy, cultural sensitivity, and representation of regional languages.

**Research Problem, Objectives, and Questions**

Despite growing AI adoption, important gaps remain in understanding its combined technological, managerial, economic, and societal implications. Automated content generation may improve production efficiency but increase the need for editorial verification; personalized recommendations may improve audience retention but influence information diversity; and automated advertising may improve targeting while creating additional privacy responsibilities.

The central research problem is how media organizations can integrate AI into technological and managerial systems while maintaining editorial independence, economic sustainability, information integrity, and public trust. The objectives are to examine AI applications in media, analyze organizational and economic effects, evaluate algorithmic influence, identify governance challenges, and consider developing-economy contexts. Propose an integrated framework for responsible adoption.

The study asks: How are AI and machine learning transforming media production? What organizational advantages can AI adoption provide? How do recommendation systems influence engagement and information diversity? What are the implications of generative AI for journalism and intellectual property? How can organizations address misinformation, bias, privacy, and platform dependence? What strategies support responsible transformation in developing economies?

**Research Methodology**

**Research Design**

The study adopts a qualitative, interdisciplinary, conceptual review approach. It integrates theoretical perspectives, scholarly publications, selected empirical studies, international policy documents, and industry reports. A conceptual review is appropriate because AI-enabled media transformation spans computer science, journalism, communication studies, organizational management, economics, information science, and public policy.

**Literature Identification and Analytical Approach**

The literature base was organized around AI and machine learning, computational journalism, digital media management, recommendation systems, social media communication, generative AI, media economics, misinformation, and AI governance. The analysis was conducted across six dimensions: technological, editorial, organizational, economic, social, and governance-related. The review is integrative rather than a registered systematic review; it does not claim exhaustive database coverage or a PRISMA-based screening process.

**Methodological Limitations**

No original survey responses, interviews, experiments, or proprietary media performance data are reported. Conclusions are interpretive and conceptual. Proposed relationships should be tested through empirical investigations involving journalists, media managers, publishers, digital creators, and technology professionals.

**Theoretical Foundations**

**Media Ecology Theory**

Media ecology examines how communication technologies influence society and social organization. McLuhan argued that technologies reshape human experience beyond the immediate content they transmit [2]. AI systems differ from earlier communication technologies because they can classify, rank, recommend, summarize, and generate information. They participate in organizing communication rather than simply transmitting messages.

**Digital Transformation Theory**

Digital transformation describes how digital technologies change organizational processes, strategies, structures, and value creation. Vial conceptualizes it as a process involving technological disruption, strategic responses, and organizational change [3]. In media, this includes digital-first publishing, AI-enabled editorial systems, cloud content management, personalized services, data-driven advertising, and new revenue streams.

**Technology–Organization–Environment Framework**

The TOE framework explains technology adoption through technological, organizational, and environmental contexts [4]. The technological context includes availability, compatibility, complexity, and benefits. The organizational context includes leadership, financial resources, employee competencies, and culture. The environmental context includes competition, regulation, suppliers, and audience expectations.

**Socio-Technical Systems and Dynamic Capabilities**

A socio-technical perspective emphasizes that technological performance depends on the people and institutions that design, deploy, supervise, and interpret systems. Dynamic capabilities theory further explains how organizations sense opportunities, seize them, and reconfigure resources in changing environments [5]. For media organizations, these capabilities include evaluating emerging AI applications, training employees, improving data infrastructure, and establishing governance.

**Technological Architecture of AI-Enabled Media**

**Machine Learning and Predictive Analytics**

Machine learning identifies patterns and generates predictions from data. Media applications include audience segmentation, content classification, recommendation, advertisement optimization, fraud detection, and prediction of engagement. Supervised learning is useful when labelled examples exist; unsupervised learning can identify audience clusters and content relationships. Prediction quality depends on data representativeness, model design, and changing audience behavior.

**Natural Language Processing**
NLP enables computational processing of human language. Media applications include transcription, translation, summarization, information extraction, sentiment analysis, and conversational interfaces. These capabilities are valuable in multilingual societies, but performance can vary across languages, dialects, accents, and culturally specific expressions. Human review remains important when accuracy is consequential.

**Deep Learning and Computer Vision**
Deep learning uses multilayer neural networks to learn complex representations. Computer vision supports image classification, video scene recognition, visual similarity detection, multimedia search, and certain forms of manipulation analysis. Such tools can improve the management of large digital archives, although automated detection cannot by itself establish the authenticity or truthfulness of visual material.

**Generative AI and Large Language Models**
Generative AI produces content based on patterns learned from training data. Large language models can draft, summarize, translate, and answer questions; multimodal systems can process combinations of text, images, audio, and video. These systems may assist with editorial drafts, captions, scripts, newsletters, and document analysis. However, they can generate fabricated facts and references. Bender et al. discuss risks associated with large language models, including training-data dependence and broader social consequences [6].

**Big Data and Cloud Infrastructure**
Media organizations generate data through websites, applications, streaming services, social accounts, advertising systems, and audience interactions. Big data analytics extracts patterns from these sources, while cloud computing provides scalable storage and processing. Integrated infrastructure can support real-time analytics and collaborative workflows, but increases cybersecurity requirements and possible dependence on external providers.

**AI in Journalism and News Production**
**Automation**
Automated journalism uses systems to convert structured data into news. This can be used to create financial, weather, sports, election and company reports. This can speed up reporting while maintaining consistency. This can allow journalists to spend more time on investigative reporting. However, it is not as suitable for complicated stories which would require more contextual knowledge or sensitive ethical decisions.

**Investigative Journalism using AI**
AI can be used to search and sort through large volumes of documentation, extracting entities, relationships, anomalies and organizing information, using NLP to search large volumes of documents, analyzing networks to discover relationships between companies and people. All automated findings should be treated as clues and verified by the journalist to ensure it is accurate and other possible explanations are considered.

**Editorial Planning using AI**
AI can be used to keep track of trending topics. Working alongside AI can create a more sustainable system. The AI can search, transcribe, translate and summarize information. However, the journalist will still need to verify sources of information, ensure they have insight into evidence, maintain confidentiality and create reports. Editorial planning should have clear roles for qualified professionals.

**Multilingual Journalism**
AI can be used to translate and speak multiple languages, increasing the reach of news to different language groups. In India, this can help link English, Hindi and regional media together. However, you will need to ensure the correct idioms, terminology, cultural references and dialects are used. This will be more relevant in areas such as legal, scientific, health and politically sensitive.

**Social Media, Algorithms and Audience Behaviour**
**Recommendation**
Recommendations can be made via collaborative, content-based or hybrid filtering. Collaborative filtering uses similarities between users to recommend content. Content-based uses similarities between content and users' preferences. Modern platforms now have more complex ranking systems. These systems can affect how visible content is.

**Personalization**
Personalization can be based on location, language preferences, interests, past reading/watching behaviour, subscription status and engagement. Analytics can include reach, impressions, engagement rate, click-through rate, watch time, retention, conversion and churn. Engagement should not be confused with accuracy, public understanding or credibility.

**Filter Bubbles, Creators and Influencers**
Personalised recommendations may mean users are presented with too much information that aligns with their preferences. The extent of this will vary depending on the platform. The creator economy has created new ways for people to communicate and earn money. If your media organisation works with creators you should ensure they are disclosing sponsorships, being authentic, protecting brands and IP.

**Media Management using AI**
**Strategy and Newsroom**
When using AI, consideration should be given to the infrastructure, data quality, budget, skills, compatibility, security and legal requirements. Modern newsrooms are becoming bigger with journalists, editors, software engineers, data analysts, AI experts, multimedia creators and cyber security professionals. Roles should be clear to gain editorial approval and ensure errors can be corrected.

**Staff**
Using AI will change the skills needed within a media organisation. Training should be provided to understand AI, generative AI limitations, data understanding, verifying information, cyber security, copyright, privacy and algorithmic accountability. The aim is not to make every journalist a computer scientist but to empower them with knowledge to make informed decisions.

**Management**
Using predictive analytics can help with audience growth, resource allocation, advertising and subscriptions. However, if there are issues with incomplete data it can cause misleading results. To be successful when implementing AI there should be clear communication, staff involvement, training, clear policies, management support and regular risk assessments.

**Digital Media and Business Models**
**Advertising**
Using machine learning can help with programmatic advertising, audience segmentation, bidding, conversion optimization, fraud detection and analysis. However, there will be an over-reliance on big advertising platforms.

**Subscription / Membership**
Using subscriptions can create a consistent income. This can include premium journalism, newsletters, research, educational and multimedia. AI can be used to segment and predict churn; however, personalization should not affect editorial independence and fair access to key information.

**Creator Economy and Streaming**
Creators earn money through sponsorships, advertising, subscriptions and partnerships. AI can help reduce barriers by providing editing, translating, captioning and analytics. Streaming platforms use recommendation systems which can cause issues with transparency, diversity and visibility for independent creators.

**Reliance on Platforms**
Publishers may become reliant on third-party platforms to improve search visibility, social media, hosting, advertising and analytics. To reduce reliance you can diversify your platforms. An easy way to calculate your ROI is (Benefits – Costs)/Costs x 100. Benefits should be what can be attributed to your investment and costs should include licensing, computing, integration, training, security and quality.

**Misinformation, Deepfakes and Information Accuracy**
**Definitions and Spread**
Misinformation is incorrect information that is spread without necessarily intending to deceive. Disinformation is information that is created or spread intentionally to deceive. Malinformation is true information but used in a harmful/deceptive way. Vosoughi et al. analysed nearly 126,000 verified news stories that were shared by around 3 million Twitter users between 2006 and 2017 [7]. They found that false news travelled further, faster, deeper and wider than true news. They also found humans had a significant impact on the spreading of news.

**Generative AI**
Deepfakes and other synthetic media can be used to create fake versions of real people or show events that did not happen. This can cause issues with fake political statements, impersonation, financial fraud, damaging reputation and misleading emergency announcements. However, synthetic media can be used for legitimate purposes such as entertainment, education, accessibility and creativity. Governance should focus on deceptive uses.

**Detecting**
NLP, Computer Vision, Audio, Network Analysis, Metadata and Multi-modal can be used to identify suspicious information. There can be false positives and negatives so verification by humans is still required. Having a reliable process will help identify the source, verify, cross-reference independent sources, check context and note any corrections. Standards such as C2PA can be used to identify where the information came from and what edits have been made. However, this does not guarantee accuracy.

**Media Literacy**
Having awareness of information accuracy, evaluating sources and responsibly sharing information are important. Educational programs should be in place to help audiences identify manipulated information and understand what opinion vs. fact.10 is. Ethical, Legal, and Institutional Governance

**Bias**
AI can reflect bias present within the data during training. This may affect recommendations, search, moderation, translation, advertising, and classification systems. Considerations for fairness should be made, including language availability, demographics, geographic reach, and error distribution.

**Privacy**
Media platforms can capture users' data about their browsing behaviour, location, viewing history, social media activity and inferences. Organisations should ensure their data is collected lawfully, limited, minimised, restricted, secured and stored appropriately. Within India there is also legislation in place regarding the protection of personal data: the Digital Personal Data Protection Act, 2023 [8].

**Transparency**
Transparency policies should be established to ensure that content that has been heavily generated or modified by AI is identified. This should also include evidence of human review processes and options to correct. There are many considerations to make regarding copyright, including training data, licensing, authorship, and ownership. There are also cybersecurity considerations, including data poisoning, tampering, unauthorised access, prompt stuffing, and synthetic identity fraud.

**Governance**
Governance can be established using the NIST AI Risk Management Framework (2023) [9]. This covers four areas of governance including govern, map, measure and manage. Other guidance includes the UNESCO Recommendation on the Ethics of Artificial Intelligence (2021), OECD AI principles, Council of Europe guidelines for journalism and the EU AI Act [10]. These will depend on the region and how quickly they can be implemented.

**AI Enabled Media in India and Developing Economies**
**Regional Communication**
AI-enabled technologies such as translation, transcription, and speech recognition can help with regional journalism and help with communicating information in multiple languages. They can help rural areas provide information on agriculture, weather alerts, educational resources and public health. Accuracy is important to ensure the information provided is accessible.

**Entrepreneurial Opportunities**
Cheap AI tools can help smaller publishers and creators by providing them with editing, translation, design and analysis tools. However, the recurring costs, data protection, reliance on vendors, reliance on hardware, internet connection, and knowledge of digital tools can cause issues and create inequalities. Policies should ensure infrastructure is inclusive, regional languages are included and staff have the right training.

**Engaging Young People**
Digital platforms can provide opportunities for education, entrepreneurialism, creativity and engagement. Media literacy should focus on synthetic media, privacy, recommendations and responsible content production. Media organisations should ensure verification and independence when creating political and public interest content.

**Framework for Managing AI Enabled Media Responsibly**
**Technology**
The framework begins with technology, including machine learning, NLP, deep learning, generative AI, big data and cloud computing. It also needs to include organisational capabilities, including leadership, staff development, innovation and clear roles.

**Media**

In terms of media there needs to be capabilities in automation, content management, personalisation, distribution and analysis. The audience should be able to engage with the content, including accessibility, relevance, engagement, diversity and trust.

**Financial**

Financial capabilities should include advertising, subscription, entrepreneurialism, cost control and diversification. The ethical governance should be evident throughout, including human oversight, privacy, fairness, transparency, independence, copyright compliance and accountability.

**Summary**

The framework should include technology, organisational capabilities and media, audience management and innovation, and governance. This should result in improved efficiency, accurate information, trust, resilience, inclusivity and sustainable performance.

**Research Propositions and Conceptual Model**

**Research Propositions**

P1 AI readiness has a positive relationship with effective AI adoption. P2 AI adoption has a positive relationship with operational efficiency. P3 Human and AI collaboration has a positive relationship with quality and reliability of editing. P4 Data analytics capabilities have a positive relationship with audience engagement. P5 Algorithm transparency has a positive relationship with audience trust. P6 Strong data governance reduces risks within the organisation relating to AI. P7 AI literacy has a positive relationship with responsible use. P8 Multilingual AI capabilities have a positive relationship with accessible information. P9 Over-reliance on platforms has a negative relationship with strategic independence. P10 Diversified revenue has a positive relationship with financial resilience. P11 Human oversight of editing reduces unverified AI publishing. P12 Leadership support improves the relationship between readiness and adoption.

**Conceptual Model**

The main relationship involves technology readiness, AI adoption, organisational change and media performance. This could be represented functionally as MP = f (AI, DC, HC, EG, AC, OD), where MP = Media performance, AI = AI adoption, DC = Data analytics capabilities, HC = Human and AI collaboration, EG = Ethical governance, AC = Audience capabilities and OD = Organisational flexibility.

A possible regression specification$MP_i = \beta_0 + \beta_{1AI_i}) + \beta_0 + \beta_{3HC_i} + \beta_{4EG_i} + \beta_{5AC_i} + \beta_{6OD}) + \varepsilon_i$. This is a proposed model, not an estimated equation; coefficients and significance require empirical testing.

**Future Designs for Empirical Research**

Surveys of journalists, media managers, creators and technology experts, semi-structured interviews, case studies of organisational environments and computational analysis of public digital content. Techniques such as exploratory and confirmatory factor analysis, regression analysis, structural equation modelling and thematic analysis could be used. Researchers must ensure correlations and causations are understood. Ethics must also be considered when carrying out any research.

**Discussion**

**Summary of Conceptual Analysis**

Analysis indicates that the transformation of media using AI is multi-faceted. Technological, organisational, economic and societal factors influence each other. AI has transformed how media is produced (through automation), how audiences interact (through personalisation), how media is economicly organised (platform dependency) and how journalism is performed (generative AI). Benefits will not be equally distributed due to differences in infrastructure, funding, data availability and expert knowledge. Ethical governance is essential for sustainable transformation. Media should be measured based on how efficient, high-quality, trustworthy, economicly viable, inclusive and accountable they are.

**Managerial and Policy Implications**

**Media Executives**

AI strategy should be developed to align with organisational goals. Determine areas where AI could be most beneficial and understand the cost and risk. An oversight team should be created with editorial, technical, legal and data experts.

**Journalists and Editors**

Journalists should become knowledgeable about AI; however, ensuring sources are still verified. Editors should ensure AI-aided factual content and synthetic media is reviewed. AI should not impact source confidentiality or editorial independence.

**Technology Providers and Policymakers**

Technology providers should increase transparency, security, documentation and reporting tools. Policymakers should support innovation whilst protecting freedom of expression, privacy, fair competition and reliable information. Regulations should be fair and consider organisational differences.

**Higher Education**

Universities should work to bring together disciplines such as computer science, journalism, communication, business management, data science and public policy.

**Limitations**

This is a conceptual and integrative piece of work. No primary research was carried out such as surveys, interviews, experiments or organisational performance. The propositions have not been tested. This area is constantly evolving, so the framework may need to be adapted to different geographical, language, economic and organisational contexts. Further work should be done to validate the framework using primary data.

**Areas for Further Research**

**Areas for Prioritisation**

Areas for prioritisation include: generative AI and journalist credibility, algorithm recommendations and diverse information, regional language AI, digital media economics, multimodal deepfake detection, workforce transformation, comparative AI governance, youth and digital citizenship, AI adoption in developing economies, environmentally friendly AI infrastructure, trustworthy audiences.

**Conclusion**

Artificial intelligence is transforming the current media and communications industry. Technologies such as machine learning, deep learning, natural language processing, computer vision, generative AI, big data analysis and cloud computing provide opportunities for journalism, digital publishing, social media

management, audience engagement and organisational innovation. This transformation affects organisational structure, roles within professions, economical relationships, information sharing and relationships between media organisations and society. AI can help increase production time, research, multilingual communication, advertising and analytics. However, there are risks associated with bias, misinformation, synthetic media, privacy, copyright, cybersecurity and platform dependency.

The framework presented emphasises that sustainable benefits will only occur if leaders have the right capabilities, good quality data, editorial oversight, governance and trustworthy audiences. AI provides opportunities for regional journalism, multilingual communication, education, digital entrepreneurship and public information in countries like India and other developing economies. Inclusive infrastructure, digital knowledge, professional development and responsible governance will be required to achieve these benefits.

In the future, media management will rely on organisations being able to work with artificial intelligence and human intelligence. Whilst automation can improve efficiency, human judgement, editorial independence, factual accuracy, transparency and public accountability are essential. Success should be measured based on how much technology has helped improve communications, information, credibility and public value rather than how much human involvement is replaced [11-18].

**Table 1: Technological Layers of AI-Enabled Media Systems**

| Layer | Principal functions | Media applications |
|---|---|---|
| Data acquisition | Collect and ingest data | Audience interactions, news feeds, documents, multimedia |
| Storage | Maintain datasets and digital assets | Cloud databases, archives, data lakes |
| Processing | Clean, transform, and classify | Metadata extraction, tagging, indexing |
| AI modelling | Learn patterns and generate predictions or content | NLP, computer vision, recommendation, generative AI |
| Applications | Deliver tools to users and staff | Content management, analytics, personalization |
| Governance | Manage risk, access, and compliance | Privacy, security, transparency, audit trails |
| Evaluation | Measure system and organizational outcomes | Accuracy, efficiency, audience outcomes, trust |

**Table 2: Key Performance Indicators for Digital Media Management**

| Indicator | Meaning | Potential managerial use |
|---|---|---|
| Reach | Unique accounts exposed | Audience expansion |
| Impressions | Total content displays | Visibility measurement |
| Engagement rate | Interactions relative to a defined base | Content evaluation |
| Click-through rate | Clicks relative to impressions | Headline and distribution assessment |
| Watch time | Duration of video consumption | Video performance |
| Retention | Continued audience participation | Subscription strategy |
| Conversion rate | Share completing a desired action | Revenue evaluation |
| Churn rate | Proportion of subscribers lost | Retention management |

**Table 3: Research Propositions**

| Code | Proposed Relationship |
|---|---|
| P1 | AI readiness positively relates to effective AI adoption. |
| P2 | AI adoption positively relates to operational efficiency. |
| P3 | Human–AI collaboration positively relates to editorial quality and reliability. |
| P4 | Data analytics capability positively relates to audience engagement and retention. |
| P5 | Algorithmic transparency positively relates to audience trust. |
| P6 | Strong data governance reduces AI-related organizational risks. |
| P7 | AI literacy positively relates to responsible technology use. |
| P8 | Multilingual AI capability positively relates to information accessibility. |
| P9 | Excessive platform dependence negatively relates to strategic autonomy. |
| P10 | Revenue diversification positively relates to economic resilience. |
| P11 | Human editorial oversight reduces unverified AI-generated publication. |
| P12 | Leadership support strengthens the relationship between readiness and adoption. |

**Declarations**

Funding: No specific external funding information has been provided; the author should confirm the applicable declaration.

**Conflict of Interest:** The author should confirm whether any financial, institutional, or personal conflicts of interest exist.

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