Adv. J. Manag. Humanit. Soc. Sci. (2026), Volume 2, Issue 1, 77-85

Advanced Journal of Management, Humanity and Social Science

Journal homepage: https://www.ajmhss.com/

DOI: https://doi.org/10.5281/zenodo.18478488

Generative AI in Media Organizations: Content Management, Creativity, and Intellectual Property

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Article info

Received: 01.12.2025
Accepted: 04.02.2026
Available Online: 04.02.2026
Checked for Plagiarism: Yes

Keywords:
Generative Artificial Intelligence; Media Management; Content Creation; Creativity; Intellectual Property

ABSTRACT

Generative Artificial Intelligence (Generative AI) has rapidly emerged as a transformative force within media organizations, reshaping how content is created, managed, distributed, and monetized. This article examines the applications of Generative AI in three critical domains of media management: content management, creative processes, and intellectual property (IP) governance. In content management, Generative AI enables automation of tasks such as content tagging, summarization, localization, and personalization, significantly improving efficiency and scalability while reducing operational costs. Algorithms capable of generating metadata and optimizing content workflows allow media organizations to respond more rapidly to audience demands across digital platforms. From a creativity perspective, Generative AI functions as a collaborative tool rather than a replacement for human creators. Technologies such as large language models, image generators, and audio synthesis systems support journalists, editors, and designers by assisting in idea generation, drafting, visualization, and prototyping. This human AI co-creation model expands creative possibilities, accelerates production cycles, and lowers barriers to experimentation. However, it also raises questions about originality, authorship, and the cultural value of media products. The article further explores the complex implications of Generative AI for intellectual property. AI-generated or AI-assisted content challenges existing copyright frameworks, particularly regarding ownership, authorship, and liability. Media organizations must navigate risks related to training data transparency, potential infringement, and the protection of proprietary content. The study argues that effective governance strategies combining legal compliance, ethical guidelines, and organizational policies are essential for sustainable adoption. Overall, Generative AI represents both an opportunity and a strategic challenge for media organizations, requiring a balanced approach that integrates technological innovation with creative integrity and robust IP management.

Introduction

The global media industry is undergoing a profound transformation driven by rapid advances in digital technologies, shifting audience behaviors, and increasing economic and competitive pressures. Media organizations today operate in an environment characterized by platform dominance, content overabundance, algorithmic distribution, and declining traditional revenue models (Picard,2011; Küng,2017). In response to these challenges, media organizations are increasingly adopting advanced technologies to enhance efficiency, sustain creativity, and maintain their strategic relevance. Among these technologies, Artificial Intelligence (AI), and particularly Generative Artificial Intelligence (Generative AI), has emerged as one of the most disruptive and influential forces shaping the future of media management.

Generative AI refers to a category of AI systems capable of producing new content such as text, images, audio, and video by learning patterns from large-scale datasets. Recent advances in large language models, image and video generation

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systems, and audio synthesis technologies have significantly expanded the scope and quality of machine-generated content (Floridi et al.,2018; Dwivedi et al.,2023). Unlike earlier forms of automation that primarily supported back-end processes, Generative AI directly intervenes in core editorial and creative functions. This shift is particularly significant for media organizations, whose primary assets and sources of value are content, creativity, and intellectual property.

The growing adoption of Generative AI must be situated within the broader process of digital transformation in media organizations. Digital transformation involves more than the implementation of new tools; it represents a fundamental reconfiguration of organizational strategies, workflows, and value creation mechanisms (Vial,2019). Over the past two decades, media organizations have already experienced substantial transformation through the digitization of content, the rise of data-driven journalism, and the integration of algorithmic recommendation systems (Napoli,2014). Generative AI constitutes a new phase of this transformation by enabling automated content generation, adaptive storytelling, and large-scale personalization that were previously unattainable through human labor alone.

One of the most immediate and visible impacts of Generative AI in media organizations can be observed in the domain of content management. Contemporary media organizations manage vast and complex repositories of textual, visual, and audiovisual content across multiple platforms. Efficiently organizing, retrieving, and repurposing these assets has become a critical managerial challenge. Generative AI systems can automatically generate metadata, summaries, headlines, and translations, thereby improving content discoverability and extending the economic and cultural lifespan of media products (Diakopoulos,2019). Such capabilities are especially valuable in a digital environment where speed, relevance, and cross-platform adaptability are central to audience engagement and competitiveness.

Beyond operational efficiency, Generative AI also has profound implications for creativity within media organizations. Creativity has traditionally been viewed as a uniquely human capability and a defining characteristic of media labor, particularly in journalism, entertainment, and cultural production. The ability of AI systems to generate news articles, scripts, images, or music challenges long-standing assumptions about originality, authorship, and creative agency (Manovich,2019). However, rather than simply replacing human creators, Generative AI is increasingly understood as a co-creative technology that augments human imagination and supports experimentation (McCosker & Wilken,2020). In practice, journalists may rely on AI-generated drafts for routine reporting, designers may explore multiple visual concepts through generative models, and producers may use synthetic media tools to prototype new formats more rapidly. At the same time, the integration of Generative AI into creative workflows introduces significant organizational and cultural tensions. Media professionals may express concerns about deskilling, loss of editorial autonomy, and the erosion of professional norms. Moreover, the increasing use of AI-generated content raises questions about quality control, bias, and accountability, particularly in news production where credibility and public trust are essential (Newman,2023). As a result, media organizations must carefully balance the efficiency and scalability offered by Generative AI with the preservation of human judgment, ethical standards, and creative integrity.

Perhaps the most complex and contested implications of Generative AI in media organizations relate to intellectual property (IP) and copyright governance. Existing copyright regimes are largely built on the assumption of human authorship and clearly identifiable creators. AI-generated or AI-assisted content complicates these legal frameworks by blurring the boundaries between human and machine contribution (Samuelson,2017). Key questions arise regarding the ownership of AI-generated outputs, the allocation of rights between developers, users, and organizations, and the determination of liability in cases of copyright infringement or misinformation (Gervais,2020).

In addition, Generative AI systems are often trained on large datasets that may include copyrighted materials, raising concerns about unauthorized use and potential infringement. Media organizations, which both rely on copyrighted content and seek to protect their own intellectual assets, face a dual challenge: leveraging Generative AI for innovation while safeguarding proprietary content and complying with evolving legal standards. These challenges highlight the need for robust IP governance frameworks that integrate legal expertise, technological oversight, and organizational policy-making.

The implications of Generative AI are not limited to legal and operational considerations but also extend to ethical and societal dimensions. Transparency, accountability, and trust are foundational values for media institutions, particularly in democratic societies. The use of Generative AI can influence audience perceptions of authenticity and credibility, especially if AI-generated content is not clearly disclosed or adequately supervised (Floridi et al.,2018). Consequently, responsible adoption of Generative AI requires the development of ethical guidelines, editorial standards, and governance mechanisms that ensure meaningful human

oversight and align AI use with organizational values.

Despite the rapid diffusion of Generative AI technologies, academic research on their integrated impact on content management, creativity, and intellectual property in media organizations remains limited and fragmented. Existing studies often focus on technical capabilities or isolated applications, while fewer adopt a holistic, managerial perspective that considers organizational strategy, creative labor, and legal governance simultaneously. This article seeks to address this gap by examining the multifaceted role of Generative AI within media organizations and by highlighting the strategic tensions that arise at the intersection of efficiency, creativity, and intellectual property. By analyzing the applications of Generative AI in content management systems, its role in creative processes, and its implications for intellectual property governance, this study contributes to the interdisciplinary literature on media management, digital innovation, and communication studies. The central argument advanced is that Generative AI should be understood neither as a purely technical tool nor as an existential threat to creative labor, but as a socio-technical system whose organizational impact depends on how it is designed, governed, and embedded in professional practices. A balanced and strategic approach one that integrates technological innovation with human creativity and robust IP governance is essential for media organizations seeking sustainable value creation in the age of Generative AI.

Literature Review

Research on the application of Artificial Intelligence in media organizations has expanded significantly over the past decade, reflecting broader trends in digital transformation and data-driven decision-making. Early studies primarily focused on automation and algorithmic tools used for content distribution, audience analytics, and recommendation systems (Napoli,2014; Thurman et al.,2019). These studies emphasized efficiency, scalability, and the economic implications of AI adoption, particularly in the context of platform-based media ecosystems. However, with the emergence of Generative Artificial Intelligence, scholarly attention has increasingly shifted toward the creative, managerial, and legal dimensions of AI use in media organizations.

A substantial body of literature has examined the role of AI in content management and newsroom operations. Diakopoulos (2019) highlights how algorithmic systems support journalistic workflows through automated data processing, content classification, and personalization. Similarly, Pavlik (2021) argues that AI technologies enhance newsroom productivity by enabling real-time content adaptation and multi-platform distribution. Generative AI extends these capabilities by producing summaries, headlines, translations, and even complete articles, thereby transforming content management systems into dynamic, semi-autonomous infrastructures. Scholars note that while these tools reduce routine labor, they also require new forms of editorial oversight and algorithmic literacy among media professionals (Carlson,2020).

Creativity and cultural production constitute another major theme in the literature on Generative AI. Traditional theories of creativity in media studies emphasize human agency, professional norms, and social contexts of production (Hesmondhalgh,2013). The introduction of generative systems capable of producing text, images, and audiovisual material challenges these frameworks. Manovich (2019) conceptualizes AI as a "cultural interface" that reshapes creative practices by enabling recombination, variation, and rapid experimentation. Empirical studies suggest that media professionals increasingly view Generative AI as a collaborative tool rather than a direct substitute for human creativity (McCosker & Wilken,2020). This perspective aligns with the concept of human–AI co-creation, in which creative outcomes emerge from the interaction between human judgment and machine-generated possibilities.

Nevertheless, the literature also highlights tensions and risks associated with AI-assisted creativity. Concerns about homogenization of content, algorithmic bias, and the erosion of professional identity are frequently discussed (Broussard,2018; Carlson,2020). In journalism studies, scholars warn that overreliance on AI-generated content may undermine editorial independence and public trust if transparency and accountability are insufficient (Newman,2023). These findings underscore the importance of organizational culture and governance in shaping how Generative AI is integrated into creative workflows.

Intellectual property and copyright issues represent one of the most congested areas in existing research. Legal scholars have extensively debated whether AI-generated works can or should be protected under current copyright regimes (Samuelson,2017; Gervais,2020). The dominant view in the literature is that existing frameworks, which are grounded in human authorship, are ill-equipped to address the complexities introduced by Generative AI. Questions regarding ownership of AI-generated outputs, attribution of authorship, and liability for infringement remain unresolved across jurisdictions. For media organizations, these uncertainties create strategic and legal risks, particularly when generative systems are trained on large datasets that may include copyrighted material.

Recent studies have also examined the governance of AI in media organizations from an ethical and managerial perspective. Floridi et al. (2018) propose

principles of responsible AI that emphasize transparency, accountability, and human oversight. Applied to media contexts, these principles highlight the need for clear organizational policies governing AI use, disclosure of AI-generated content, and protection of editorial values. Küng (2017) and Vial (2019) further argue that successful digital transformation depends on leadership, organizational learning, and alignment between technology and strategy. Within this framework, Generative AI is viewed not merely as a technical innovation but as a socio-technical system that reshapes power relations, professional roles, and value creation within media organizations.

Despite these contributions, the existing literature exhibits several limitations. First, many studies focus on isolated aspects of AI adoption such as newsroom automation, creative experimentation, or legal analysis without integrating these dimensions into a comprehensive organizational perspective. Second, empirical research on Generative AI specifically remains limited due to the relatively recent diffusion of large-scale generative models. Much of the current literature is conceptual or exploratory, highlighting the need for further empirical investigation. Third, there is a lack of interdisciplinary dialogue between media management, creativity studies, and intellectual property law, even though Generative AI operates at the intersection of these fields.

In response to these gaps, recent scholars have called for more holistic approaches to studying AI in media organizations. Such approaches emphasize the interdependence of content management systems, creative labor, and IP governance, as well as the strategic trade-offs involved in AI adoption (Pavlik,2021; Dwivedi et al.,2023). By situating Generative AI within broader organizational and institutional contexts, this line of research seeks to move beyond techno-deterministic narratives and toward a more nuanced understanding of how AI reshapes media production and management.

Overall, the literature suggests that Generative AI holds significant potential to enhance efficiency, creativity, and innovation in media organizations, while simultaneously posing substantial challenges related to ethics, professional identity, and intellectual property. Building on these insights, the present study adopts an integrated perspective that examines Generative AI as a managerial, creative, and legal phenomenon.

Methodology

This study adopts a qualitative, exploratory research design to examine the applications and implications of Generative Artificial Intelligence in media organizations, with particular emphasis on content management, creative processes, and intellectual property governance. Given the relatively recent and rapidly evolving nature of Generative AI technologies, a qualitative approach is considered appropriate for capturing the complexity, contextual factors, and organizational dynamics associated with their adoption (Creswell,2014). Rather than testing predefined hypotheses, the study aims to develop an integrated understanding of how Generative AI is embedded in media organizations and how it reshapes managerial, creative, and legal practices.

The research is based on a systematic review and qualitative synthesis of academic literature, industry reports, and policy documents. Academic sources were identified through major scholarly databases such as Scopus, Web of Science, and Google Scholar, using keywords including “Generative AI,” “media organizations,” “content management,” “creativity,” and “intellectual property.” Peer-reviewed journal articles in the fields of media management, communication studies, information systems, and intellectual property law were prioritized to ensure academic rigor. In addition, industry reports published by media consultancies, international organizations, and professional associations were included to capture current practices and emerging trends that may not yet be fully reflected in academic literature.

To complement the literature review, the study employs a qualitative thematic analysis to identify recurring concepts, patterns, and tensions across the selected sources (Braun & Clarke,2006). The analysis followed three main stages. First, all sources were systematically read and coded using open coding techniques, focusing on references to Generative AI applications, organizational impacts, creative implications, and IP-related challenges. Second, the initial codes were grouped into higher-level themes corresponding to the three core dimensions of the study: content management, creativity, and intellectual property. Third, relationships between these themes were examined to develop an integrated analytical framework that highlights how Generative AI simultaneously enables efficiency, reshapes creative work, and introduces new governance challenges.

This qualitative synthesis is informed by a socio-technical perspective, which views Generative AI not merely as a technological artifact but as part of a broader system involving human actors, organizational structures, and institutional rules (Orlikowski,2000). From this perspective, the impact of Generative AI depends on how it is designed, implemented, and governed within specific media contexts. This framework allows the study to move beyond techno-deterministic accounts and to emphasize the role of managerial decisions, professional norms, and legal frameworks in shaping AI outcomes.

While the study does not involve primary empirical data such as interviews or surveys, methodological rigor is ensured through transparent selection criteria, systematic coding procedures, and

triangulation of academic and industry sources. Nevertheless, the research has certain limitations. The reliance on secondary data means that findings reflect existing interpretations and reported practices rather than firsthand organizational experiences. Additionally, given the rapid evolution of Generative AI technologies and regulatory frameworks, some insights may require ongoing updating as the field develops.

Despite these limitations, the chosen methodology provides a robust foundation for conceptual analysis and theory development. By synthesizing diverse strands of literature through a qualitative, thematic approach, the study offers a comprehensive and integrative understanding of Generative AI in media organizations. This methodological approach is well suited to identifying key challenges, strategic trade-offs, and future research directions related to the management of content, creativity, and intellectual property in the age of Generative AI.

Table 1. Applications of Generative AI in Content Management within Media Organizations

Application Area	Key Functions	Organizational Impact
Metadata generation	Auto-tagging, indexing	Improved retrieval and archiving
Content summarization	Abstracts, highlights	Faster editorial workflows
Localization	Translation, adaptation	Expanded global reach
Personalization	Audience-tailored outputs	Higher engagement rates
Content repurposing	Format transformation	Extended content lifecycle

Results

The findings indicate that Generative AI plays a central role in transforming content management practices across media organizations. One of the most prominent applications is automated metadata generation, which significantly enhances the discoverability and irretrievability of media assets. By reducing reliance on manual tagging, organizations can manage large-scale content repositories more efficiently, enabling faster access for both editorial teams and automated recommendation systems. This aligns with prior research emphasizing the strategic importance of data-driven content infrastructures in digital media environments.

Content summarization emerges as another critical function, particularly in newsrooms and digital publishing units where speed and volume are decisive competitive factors. Generative AI-generated summaries allow editors to rapidly assess content relevance, support multi-platform distribution, and adapt long-form materials for mobile or social media formats. The results suggest that this capability shortens production cycles without necessarily compromising editorial oversight, provided that human review mechanisms remain in place.

Localization and translation capabilities further illustrate how Generative AI supports organizational scalability. By automating multilingual content adaptation, media organizations can reach international audiences at a fraction of the traditional cost and time. This function is especially valuable for global media brands and streaming platforms seeking market expansion. However, findings also suggest that cultural nuance and contextual accuracy still require human intervention, reinforcing the hybrid nature of AI-assisted workflows.

Personalization represents a strategic shift in audience engagement models. Generative AI enables dynamic content variation based on user preferences, consumption history, and platform-specific requirements. This contributes to higher engagement metrics and longer user retention, although it also raises concerns regarding filter bubbles and editorial responsibility.

Overall, the results demonstrate that Generative AI-driven content management enhances operational efficiency and strategic flexibility. At the same time, its effectiveness depends on integration with editorial judgment and organizational governance structures.

Table 2. Roles of Generative AI in Creative Processes

Creative Stage	AI Contribution	Human Role
Ideation	Idea generation, prompts	Concept selection
Drafting	Text/image generation	Editing and refinement
Design	Visual/audio prototyping	Aesthetic judgment
Production	Automation of routine tasks	Creative direction
Innovation	Experimentation support	Strategic creativity

The results highlight a clear pattern of human AI co-creation in media organizations' creative processes. Rather than replacing creative professionals, Generative AI primarily supports early-stage ideation and routine production tasks. In the ideation phase, AI-generated prompts and concepts expand the range of creative possibilities, enabling journalists, writers, and designers to explore

alternatives that may not emerge through traditional brainstorming alone.

During drafting and prototyping stages, Generative AI accelerates production by generating preliminary texts, images, or audio samples. The findings indicate that creative professionals value these outputs as starting points rather than final products. Human expertise remains essential for refining tone, ensuring narrative coherence, and aligning content with organizational values and audience expectations.

In design and audiovisual production, Generative AI facilitates rapid experimentation by allowing teams to test multiple visual or sonic variations at low cost. This capability lowers barriers to innovation and encourages creative risk-taking. However, respondents in the literature consistently emphasize that aesthetic judgment and cultural sensitivity remain human responsibilities.

The results also suggest that Generative AI reshapes creative labor by reallocating time from repetitive tasks to higher-level creative decision-making. This shift has positive implications for job satisfaction and innovation potential, but it also requires reskilling and adaptation. Overall, creativity in media organizations emerges as a distributed process in which value is co-produced by human judgment and machine-generated possibilities.

Table 3. Organizational Benefits of Generative AI Adoption

Benefit Category	Observed Outcomes	Strategic Relevance
Efficiency	Reduced production time	Cost optimization
Scalability	High-volume output	Platform expansion
Innovation	New formats and genres	Competitive advantage
Flexibility	Rapid content adaptation	Market responsiveness
Knowledge management	Enhanced insights	Strategic planning

The findings reveal that efficiency gains are the most immediate and widely reported benefit of Generative AI adoption. Automation of routine tasks allows media organizations to produce and manage content at greater speed and scale, which is critical in real-time digital environments. These efficiency improvements translate directly into cost reductions and improved resource allocation. Scalability is another key benefit, particularly for organizations operating across multiple platforms and markets. Generative AI enables the production of high-volume, customized content without proportional increases in staffing levels. This scalability supports platform diversification strategies and enhances organizational resilience.

Innovation emerges as a more strategic, long-term benefit. By enabling experimentation with new content formats, interactive storytelling, and synthetic media, Generative AI contributes to differentiation and competitive advantage. However, the findings suggest that innovation outcomes depend heavily on organizational culture and leadership support.

Flexibility and enhanced knowledge management further strengthen strategic responsiveness. AI-generated insights derived from content and audience data inform editorial and managerial decision-making.

Table 4. Intellectual Property Challenges Associated with Generative AI

IP Issue	Description	Organizational Risk
Authorship	Unclear creator status	Legal uncertainty
Ownership	Rights allocation	Revenue disputes
Training data	Use of copyrighted works	Infringement claims
Liability	Responsibility for outputs	Reputational damage
Protection	Safeguarding original content	Asset erosion

The results underscore intellectual property as one of the most challenging dimensions of Generative AI adoption. Uncertainty around authorship and ownership of AI-generated content creates legal ambiguity, particularly in jurisdictions where copyright law remains centered on human creators. Media organizations face difficulties in determining whether AI outputs can be protected and how rights should be allocated. Training data issues present significant legal and ethical risks. The use of copyrighted materials in model training raises concerns about unauthorized reproduction and potential infringement. This is particularly sensitive for media organizations that both consume and produce copyrighted content. Liability for AI-generated outputs further complicates governance. Errors, bias, or infringing content generated by AI systems can expose organizations to legal action and reputational harm. The findings highlight the need for clear accountability structures and human oversight. Overall, IP challenges necessitate proactive legal strategies and organizational policies to mitigate risk while enabling innovation.

Table 5. Governance Strategies for Responsible Use of Generative AI

Governance Dimension	Key Measures	Expected Outcome
Legal compliance	IP audits, contracts	Risk reduction
Ethical guidelines	Transparency rules	Trust preservation
Human oversight	Editorial control	Quality assurance
Training	AI literacy programs	Organizational readiness
Policy integration	AI governance frameworks	Sustainable adoption

The findings indicate that effective governance is essential for aligning Generative AI adoption with organizational values and societal expectations. Legal compliance measures, such as IP audits and contractual safeguards, reduce exposure to regulatory and litigation risks. Ethical guidelines emphasizing transparency and disclosure help maintain audience trust. Human oversight remains a cornerstone of responsible AI use, ensuring that editorial standards and accountability are preserved. Training and capacity-building initiatives enhance AI literacy and support cultural adaptation within organizations. Finally, integrating AI governance into broader organizational policies ensures long-term sustainability. Collectively, these strategies enable media organizations to balance innovation with responsibility.

Discussion

The findings of this study demonstrate that Generative Artificial Intelligence is reshaping media organizations in multidimensional ways, influencing operational efficiency, creative practices, and intellectual property governance simultaneously. Rather than producing isolated effects, the results suggest that the impact of Generative AI emerges from the interaction between content management systems, creative labor, and organizational governance structures. This integrated perspective is critical for understanding both the opportunities and challenges associated with AI adoption in media contexts.

First, the results related to content management highlight Generative AI as a powerful enabler of efficiency and scalability. Automated metadata generation, summarization, localization, and personalization significantly improve the speed and flexibility of content workflows. These findings support earlier research that emphasizes the role of algorithmic systems in enhancing media productivity and data-driven decision-making (Diakopoulos,2019; Pavlik,2021). However, the results also extend prior studies by showing that Generative AI does not merely optimize existing processes but fundamentally reconfigures content lifecycles. Content is no longer produced for a single platform or audience but is continuously adapted and regenerated across contexts. This shift underscores the strategic value of Generative AI as an infrastructural technology rather than a standalone tool.

Second, the findings concerning creative processes challenge deterministic narratives that portray AI as a threat to human creativity. Across the results, creativity emerges as a co-creative and distributed process in which Generative AI supports ideation, drafting, and experimentation, while humans retain responsibility for judgment, meaning-making, and cultural relevance. This aligns with the concept of human AI co-creation discussed in creativity and media studies literature (Manovich,2019; McCuskey & Wilken,2020). At the same time, the results reveal underlying tensions related to professional identity and creative autonomy. While AI reduces routine labor and accelerates production, it also requires media professionals to adapt their skills and redefine their roles. This suggests that the creative benefits of Generative AI are contingent upon organizational cultures that value learning, experimentation, and human oversight.

Third, the organizational benefits identified in the results efficiency, scalability, flexibility, innovation, and enhanced knowledge management position Generative AI as a strategic asset for media organizations. These benefits are particularly relevant in platform-dominated markets where speed and volume are critical for visibility and monetization. However, the findings indicate that such benefits are unevenly distributed and dependent on managerial choices. Organizations that treat Generative AI solely as a cost-cutting mechanism risk undermining creative quality and long-term differentiation. In contrast, those that integrate AI into broader innovation strategies are more likely to achieve sustainable competitive advantage. This observation reinforces digital transformation research emphasizing alignment between technology, strategy, and organizational capabilities (Vial,2019; Küng,2017).

The results related to intellectual property challenges highlight one of the most significant constraints on the adoption of Generative AI in media organizations. Uncertainty surrounding authorship, ownership, and liability reflects structural limitations of existing copyright regimes, which are ill-equipped to address machine-generated or AI-assisted content. These findings are consistent with legal scholarship that identifies a growing gap between technological innovation and regulatory frameworks (Samuelson,2017; Gervais,2020). Importantly, the results suggest that IP challenges are not merely legal obstacles but also

strategic concerns that influence organizational risk tolerance and innovation capacity. Media organizations must navigate a complex dual role as both users and owners of copyrighted content, making IP governance a central managerial issue in the age of Generative AI. Finally, the governance strategies identified in the results underscore the importance of responsible and context-sensitive AI adoption. Legal compliance mechanisms, ethical guidelines, human oversight, and AI literacy programs collectively enable organizations to balance innovation with accountability. These findings support calls for responsible AI frameworks that emphasize transparency, fairness, and human control (Floridi et al.,2018). In media contexts, governance plays a particularly critical role due to the sector's societal functions related to information, culture, and public trust. The results indicate that governance should not be treated as an afterthought or a purely legal function but as an integral component of media strategy and organizational design.

Taken together, the discussion suggests that Generative AI represents neither a purely technological solution nor an existential threat to media organizations. Instead, it functions as a socio-technical system whose impact depends on how it is embedded within organizational structures, professional practices, and regulatory environments. The findings highlight a series of strategic trade-offs: efficiency versus creative autonomy, scalability versus originality, and innovation versus legal certainty. Successfully navigating these trade-offs requires deliberate managerial choices and continuous organizational learning. In sum, this study contributes to media management and AI literature by demonstrating that the value of Generative AI lies not only in what the technology can generate, but in how media organizations govern, contextualize, and integrate it. Future research should build on these insights by examining empirical cases of AI adoption in diverse media settings and by exploring how evolving legal frameworks shape the long-term sustainability of Generative AI-driven media production.

Conclusion

This study has examined the role of Generative Artificial Intelligence in media organizations with a specific focus on content management, creative processes, and intellectual property governance. As Generative AI technologies become increasingly embedded in media production and distribution systems, their influence extends beyond technical efficiency to reshape organizational strategies, professional roles, and legal frameworks. The findings of this research highlight that Generative AI represents both a significant opportunity and a complex challenge for contemporary media organizations.

The analysis demonstrates that Generative AI substantially enhances content management capabilities by automating metadata generation, summarization, localization, and personalization. These functions improve efficiency, scalability, and responsiveness in an increasingly competitive and platform-driven media environment. However, the study also shows that the value of these capabilities depends on their integration with human editorial judgment and organizational workflows. Without appropriate oversight, efficiency gains may come at the expense of content quality, diversity, and editorial integrity. In terms of creativity, the findings challenge simplistic narratives that frame AI as a replacement for human creators. Instead, Generative AI emerges as a co-creative technology that supports ideation, experimentation, and routine production tasks while leaving higher-level creative decisions to human professionals. This human–AI collaboration has the potential to expand creative possibilities and reduce barriers to innovation. At the same time, it requires media organizations to invest in new skills, redefine professional identities, and foster organizational cultures that encourage responsible and reflective use of AI.

Intellectual property issues constitute one of the most critical constraints on the widespread adoption of Generative AI in media organizations. Uncertainty regarding authorship, ownership, training data, and liability exposes organizations to legal and reputational risks. The study emphasizes that effective intellectual property governance is not merely a legal necessity but a strategic imperative. Media organizations must proactively develop policies and contractual arrangements that protect their proprietary assets while enabling experimentation with generative technologies.

A central conclusion of this research is that governance plays a decisive role in shaping the outcomes of Generative AI adoption. Legal compliance, ethical guidelines, transparency measures, human oversight, and AI literacy programs collectively enable organizations to balance innovation with accountability. In the media sector, where trust, credibility, and cultural influence are paramount, responsible AI governance is essential for maintaining public confidence and institutional legitimacy. Overall, the study argues that Generative AI should be understood as a socio-technical system whose organizational impact depends on managerial choices, professional practices, and regulatory contexts. Media organizations that approach Generative AI strategically aligning technological capabilities with creative values and robust governance frameworks are more likely to achieve sustainable value creation. Future research should build on this work by conducting empirical studies within specific media organizations, comparing regulatory approaches across jurisdictions, and examining audience

perceptions of AI-generated content. Such research will be crucial for understanding the long-term implications of Generative AI for the media industry and for society at large.

Disclosure Statement

No potential conflict of interest reported by the authors.

Funding

This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

Authors' Contributions

All authors contributed to data analysis, drafting, and revising of the paper and agreed to be responsible for all the aspects of this work.

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