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YuFei Gan

DOMESTIC VIOLENCE AMONG PREGNANT WOMEN IN TAMALE NORTHERN GHANA

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Abstract: Domestic violence is a significant public health concern worldwide, with severe consequences for women's physical and mental health, particularly during pregnancy. This study aimed to investigate the prevalence, predictors, and consequences of domestic violence among pregnant women in Tamale, Northern Ghana.

A cross sectional study was conducted among 400 pregnant women attending antenatal care at Tamale Teaching Hospital. Data were collected using a structural questionnaire and descriptive statistics logistic regression analysis were performed.

The results showed that 31.5% of the respondents experienced domestic violence during pregnancy. The most common forms of violence were emotional (23.5%) and physical (17.5%). Factors associated with domestic violence younger age, lower education level, and partner's alcohol consumption.

Domestic violence were significantly associated with adverse pregnancy outcomes, including low birth weight and preterm labor. The study highlights the need for healthcare providers to screen pregnant women for domestic violence and provide supportive services to those affected.

Keywords: Domestic violence; Pregnancy; Tamale; Northern Ghana; Public health

1 INTRODUCTION

Domestic violence is a pervasive and complex issue affecting millions of women worldwide, with severe physical, emotional and psychological consequences. Pregnancy is a particularly vulnerable period for women, as they may experience increased violence and abuse from their partners. In Ghana, domestic violence is a significant public health concern, with approximately 28% of women worldwidely experiencing physical violence from their partners.

Violence may be difficult to difficult to explain [1]. Violence is defined as any action that incorporate the use of coercion or compulsion to cause physical or psychological harm to a person. The goal of Violence is to subjugate or dominate people. Violence can cause psychological harm to a person, and it also involves some explicit behaviors that do so [2]. Stated by Onsjo, Strand, and Axberg [3], violence is a chronic and has many threats. Violence occurs in all societies and all settings [4]. It also shows in the community as assault and rape and also in the home as sexual, emotional, and physical violence [5]. Further more, certain genders, particularly women, are the only ones aimed by various forms of violence. These have , but area not limited to female genital mutilation, child trafficking, dowry - related fatalities, and sexual assault against women [6].

Tamale, the capital city of Northern Ghana, is one the region with the highest prevalence of domestic violence in the country. The region's socio-cultural context, characterized by patriarchal norms and limited access to education and economic opportunities for women contributes to the high rates of domestic violence.

Pregnancy women in Tamale are particularly vulnerable to domestic violence due to factors such as poverty, lack of education, and limited access to health care services. Domestic violence during pregnancy can have severe consequences for both the mother and the fetus, including low birth weight, preterm labor, and maternal mortality.

Despite the severity of the issue, there is limited research on domestic violence among pregnant women in Tamale, Northern Ghana. This study aims to investigate the prevalence, predictors, and consequences of domestic violence among pregnant women in Tamale, with the goal of informing the development of effective interventions to address this critical public issue.

2 METHODOLOGY

Cross -; sectional study: A quantitative approach using a survey design to collect data from pregnant women attending antenatal care services in Tamale Northern Region, Ghana

2.1 Study Population

Pregnant women in their second or third trimester of pregnancy attending antenatal care services at health facility in Tamale Northern Region, Ghana.

2.2 Sampling Technique

Pregnant women attending antenatal care services at selected health facilities in Tamale Northern Region Ghana will be conveniently sampled.

2.3 Data Collection Tools

A pre - tested, structured questionnaires will be used to collect data on socio - demographic characteristics, experiences of domestic violence and health outcomes.

A validated tool will be used to screen for domestic violence: Abuse Assessment Screen (AAS).

2.4 Data Collection Procedure

Train research assistants will administer the questionnaire to participants. The questionnaire will be administered in a private and confidential setting to ensure participants comfort and safety.

2.5 Data Analysis

Descriptive statistics will be used to summarize participants socio - demographic characteristics and experiences of domestic violence. Inferential statistics (chi-square test, logistic regression) will be used to examine the relationship between domestic violence and health outcomes.

3 DISCUSSION

The study revealed a high prevalence of domestic violence among pregnant women in Tamale consistent with previous studies in Ghana and other low and middle income countries. The most common forms of domestic violence reported by participants were physical and emotional abuse which is consistent with the literature.

3.1 Risk Factors for Domestic Violence

1. Pregnant women age 20-24 years were more likely to experience domestic violence which may be due to their relatively younger age and lower socio-ecomic status.

2. Women with lower educational levels were more likely to experience domestic violence which may be to their limited economic empowerment and autonomy.

3.Women from poorer households were more likely to experience domestic violence which may be due to the stress and tension associated with poverty.

3.2 Health consequences of Domestic Violence

1. Domestic violence was associated with adverse pregnancy outcomes including low birth weight and preterm labor which is consistent with the literature.

2. Domestic violence was also associated with mental health problems including anxiety and depression which is consistent with the literature.

3.3 Implications for Policy and Practices

1. Health care providers should integrate domestic violence screening into antenatal care services to identify and support women experiencing domestic violence.

Support services including counseling and referral to safe shelters should be provided to survivors of domestic violence
Community awareness and education programs should be implemented to promote zero tolerance for domestic violence and to encourage community members to report cases of domestic violence.

4 RESULTS & FINDINGS

Domestic violence among pregnant women in Tamale Northern Region Ghana is a significant concern. A study published in 2022 found that the prevalence of domestic violence among pregnant women in Ghana was high with 31% of women justifying wife beating in at least one of the different scenarios

In terms of spatial distribution a study published in 2024 found that the Northern Region of Ghana, were Tamale is located, had major spatial clusters of justification for wife beating among men and women. This suggests that domestic violence is a significant issue in this region.

The same study found that the prevalence of women who endorse wife beating was justified if the goes out without telling the husband was 18.3%, and the prevalence of men who endorse this was 7.7%. Additionally, 23.4% of women and 9.8% of men endorsed that wife beating was justified if the wife neglects the children

These findings highlight the need for targeted interventions to address domestic violence among pregnant women in Tamale and the surrounding Northern Region of Ghana.

4.1 Key Findings

1. High prevalence of domestic violence 31% of women justified wife beating in at least of five different scenarios

2. The Northern Region of Ghana had major spatial clusters of justification for wife beating among both men and women

3. Prevalence of endorsement 18.3% of women and 7.7% of men endorsed that wife beating was justified if the wife goes out without telling the husband.

4.2 Recommendations

4.2.1 Healthcare providers interventions

1. Integrate domestic violence screening: Healthcare Providers should integrate domestic violence screening into antenatal care services.

2. Provide counseling and support: Health care providers should provide counseling and support to survivors of domestic violence.

3. Refer to support services: Health care providers should refer survivors of domestic violence to available support service.

4.2.2 Community based interventions

1. Community awareness and education: community awareness and education programs should be implemented to promote zero tolerance for domestic violence.

2. Engage community leaders: community leaders should be engaged to promote community Based initiatives to prevent domestic violence

3. Support community Based support groups: community Based support groups for survivors of domestic violence should be supported.

4.2.3 Policy and legislative interventions

1. Strengthen laws and policies: laws and policies addressing domestic violence should be strengthened and enforced.

2. Develop national guidelines: National guidelines for addressing domestic violence among pregnant women should be developed.

3. Allocate resources: Resources should be allocated to support initiatives addressing domestic violence among pregnant women.

4.2.4 Research monitoring

1. Conduct regular research: Regular research should be conducted to monitor the prevalence of domestic violence among pregnant women.

2. Monitor and evaluation Interventions: Interventions addressing domestic violence among pregnant women should be monitored and evaluated.

3. Develop a national database: A national database on domestic violence among pregnant women should be developed.

4.2.5 Collaboration and partnerships

1. Collaborate with stakeholders: stakeholders including health care providers, community leaders, and policy makers should collaborate to address domestic violence among pregnant women.

2. Partner with NGOs: Non-governmental organizations (NGOs) working on domestic violence and women's rights should be partnered with

3. Engage with traditional leaders: Traditional leaders should be engaged to promote community Based initiatives to prevent domestic violence.

5 CONCLUSION

Domestic violence among pregnant women is a significant public health concern in Tamale Northern Region Ghana. The study findings highlight the high prevalence of domestic violence among pregnant women, with physical and emotional

abuse being the most common forms. The study also discovered risk factors for domestic violence including young age, low educational level and poverty.

The health consequences of domestic violence among pregnant women are severe and far reaching. The study's findings suggest that domestic violence is associated with adverse pregnancy outcomes including low birth weight and preterm labor, Additionally, domestic violence is associated with mental health problems including anxiety and depression,

To address domestic violence among pregnant women in Tamale Northern Region of Ghana, a multi - faceted approach is needed. Health care providers should integrate domestic violence screening into antenatal care services and provide counseling and support to survivors. Community Based Interventions including community awareness and education programs should be implemented to promote zero tolerance for domestic violence. Policy and Legislative Interventions including strengthening laws and policies addressing domestic violence are also necessary.

Ultimately, addressing domestic violence among pregnant women in Tamale Northern Region Ghana requires a collaborative effort from health care providers, community leaders, policy makers, and other stakeholders. By working together we can reduce the prevalence of domestic violence and promote the health and well-being of pregnant women and their families.

CONFLICT OF INTEREST

The authors have no relevant financial or non-financial interests to disclose.

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SOCIAL SCIENCE IN EDUCATION MANAGEMENT: A CASE STUDY OF NWAFOR ORIZU COLLEGE OF EDUCATION

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Abstract: This research article explores the intersection of social science and management within the context of Nwafor Orizu College of Education, Nsugbe. The primary objective of this study is to investigate how social science principles can be applied to improve management practices in educational institutions. By focusing on the integration of theoretical frameworks with practical applications, the study aims to provide a comprehensive understanding of the role that social science plays in educational management. To achieve these objectives, a mixed-methods approach was employed, gathering qualitative and quantitative data through surveys, interviews, and observations from faculty, administrative staff, and students. This methodology enabled a robust analysis of the existing management practices at the college and offered insights into the perceptions of stakeholders regarding the effectiveness of these practices. The findings reveal several key insights. Firstly, the application of social science theories, such as organizational behavior and human resource management, significantly enhances decision-making processes within the college. Secondly, the study identified a gap in the current management training programs, suggesting that a curriculum that integrates social science concepts could improve leadership effectiveness and overall institutional performance. The conclusions drawn from this research emphasize the significance of incorporating social science into management strategies in educational settings. The implications of these findings are profound; they suggest that educational institutions like Nwafor Orizu College of Education can benefit from adopting a multidisciplinary approach to management, thereby fostering a more engaged and productive academic environment. By prioritizing social science in management practices, colleges can better address the complexities of educational administration, ultimately enhancing the quality of education provided to students.

Keywords: Social science; Education; University; Psychology; Management; College of education

1 INTRODUCTION

Social science and management are two interrelated fields that play a crucial role in shaping educational institutions. The study of social science encompasses a broad range of disciplines, including sociology, psychology, economics, and political science, each contributing unique perspectives to understanding human behavior and societal structures. In the context of educational management, integrating social science principles is paramount for developing effective policies and practices that cater to the diverse needs of students and staff alike.

Nwafor Orizu College of Education, located in Nsugbe, is a prime example of an institution where the intersection of social science and management can be explored. Established to provide quality education and professional training for future educators, the college serves as a vital learning hub in the region. With a commitment to fostering academic excellence and promoting social development, Nwafor Orizu College aims to equip its graduates with the knowledge and skills necessary to navigate the complexities of the educational landscape.

The relevance of this case study lies in its potential to illuminate the ways in which social science can inform and enhance management practices within educational settings. By examining the dynamics at Nwafor Orizu College, we can uncover how various social science theories can be applied to improve administrative processes, engage stakeholders, and create a more inclusive learning environment. This exploration not only highlights the significance of social science in educational management but also underscores the necessity of a holistic approach to leadership in institutions dedicated to nurturing future generations.

In summary, the study of social science and management within the framework of Nwafor Orizu College of Education provides valuable insights into the effective administration of educational institutions, presenting opportunities for innovation and improvement in teaching and learning practices.

2 LITERATURE REVIEW

The intersection of social science and management has been widely explored in academic literature, revealing various definitions and principles that govern both fields. Social science, defined as the study of human society and social relationships, encompasses disciplines such as sociology, anthropology, psychology, and economics. These disciplines provide critical insights into human behavior, social structures, and interactions, which are essential for effective

management practices. In the realm of educational management, the application of social science theories is pivotal for understanding the complexities involved in leading educational institutions.

Research indicates that integrating social science frameworks into educational management can enhance decision-making processes and stakeholder engagement. For instance, studies have shown that employing psychological principles can improve communication strategies within educational settings, thereby fostering a more collaborative environment among faculty, staff, and students. Additionally, sociological theories can inform policies that promote inclusivity and diversity, addressing the varied needs of a diverse student body.

Previous studies have focused on how educational management can benefit from social science methodologies. For example, a study by Smith et al. [1] examined the role of organizational behavior in higher education institutions, concluding that understanding group dynamics and individual motivations significantly improves leadership effectiveness. Similarly, Johnson and Lee [2] explored the impact of economic theories on resource allocation within colleges, revealing that data-driven decision-making leads to optimized funding and resource management.

In the context of Nwafor Orizu College of Education, the relevance of these findings is pronounced. The college can leverage social science insights to refine its management practices, ensuring that they are not only efficient but also responsive to the needs of its stakeholders. By incorporating research-backed strategies from social science, educational leaders can enhance their approach to administration, ultimately enriching the academic experience for students and faculty alike. This literature review underscores the critical need for a multidisciplinary approach in educational management, one that fully embraces the contributions of social science to foster a thriving educational environment.

3 RESEARCH METHODOLOGY

The research design employed in this study at Nwafor Orizu College of Education is a mixed-methods approach, integrating both qualitative and quantitative methodologies to provide a comprehensive analysis of educational management practices. This approach facilitates a deeper understanding of the intricate dynamics within the institution, allowing for a holistic examination of stakeholder perspectives and institutional effectiveness.

Data collection methods included surveys, structured interviews, and observational techniques. Surveys were disseminated to a diverse sample of faculty, administrative staff, and students to quantify perceptions regarding management practices and their effectiveness. The survey instrument comprised both closed and open-ended questions, enabling the collection of both numerical data and qualitative insights. In addition, in-depth interviews were conducted with selected faculty members and administrators to explore their experiences and viewpoints on the application of social science principles in management. Observations of administrative meetings and classroom interactions were also employed, offering real-time insights into the operational dynamics at the college.

Sample selection was based on a stratified random sampling technique, ensuring representation across different departments, roles, and levels of experience. This method not only provided a diverse range of perspectives but also enhanced the reliability of the findings by minimizing sampling bias. A total of 150 participants were involved in the survey, while 15 individuals were selected for interviews, ensuring a rich dataset for analysis.

Analytical techniques included both quantitative and qualitative analysis. For the quantitative data, statistical methods such as descriptive statistics and inferential analysis were utilized to identify trends and correlations between variables. Qualitative data from interviews and observations were analyzed thematically, identifying key patterns and themes that emerged from the participants' responses. This triangulation of data sources and analytical methods strengthened the validity of the findings, providing a robust framework for understanding the complexities of educational management at Nwafor Orizu College.

3.1 Study Context: Nwafor Orizu College of Education

Nwafor Orizu College of Education, situated in Nsugbe, Anambra State, Nigeria, is a premier institution dedicated to the training of future educators. Established with the mission to provide quality teacher education and promote professional development, the college aims to create a conducive learning environment that fosters academic excellence and social responsibility among its students. The vision of the college is to become a leading institution in teacher education in Nigeria, recognized for its innovative approaches to teaching, research, and community service.

The college offers a diverse range of academic programs, including National Certificate in Education (NCE) and Postgraduate Diploma in Education (PGDE) across various disciplines such as Arts, Sciences, Social Sciences, and Vocational Education. These programs are designed to equip students with the necessary pedagogical skills and subject knowledge, enabling them to effectively contribute to the educational landscape. The curriculum integrates modern teaching methodologies, emphasizing the importance of social science principles in understanding educational dynamics and improving management practices.

Organizationally, Nwafor Orizu College of Education is structured to facilitate efficient governance and management. It comprises various faculties and departments, each headed by experienced professionals who oversee academic affairs and ensure compliance with educational standards. The college's administrative body includes a rector, deans, heads of

departments, and supporting staff, all working collaboratively to achieve the institution's mission and vision. This hierarchical structure promotes effective communication and decision-making processes, which are essential for fostering a productive academic environment.

The interplay between the college's mission, vision, academic programs, and organizational structure highlights the significance of social science in education management. By applying social science theories, the college can enhance its management strategies, improve stakeholder engagement, and create a more inclusive learning atmosphere. This multidisciplinary approach not only enriches the educational experience for students but also prepares them to become effective educators equipped to address the challenges of a dynamic society.

3.2 Findings

The research conducted at Nwafor Orizu College of Education has unveiled several significant findings that highlight the application of social science concepts in educational management. One of the most notable patterns identified is the positive impact of applying organizational behavior theories on decision-making processes. Respondents indicated that understanding group dynamics and leadership styles has led to more effective collaboration among faculty and administrative staff. This finding aligns with existing literature, which emphasizes the importance of psychological principles in fostering a cooperative work environment.

Another key finding is the recognition of a gap in the current management training programs available at the college. Many faculty members expressed the need for a curriculum that integrates social science concepts, particularly in human resource management. The absence of such training has been linked to challenges in leadership effectiveness, as many administrators lack the tools necessary to navigate the complexities of educational settings. This gap signifies an opportunity for the college to enhance its professional development offerings by incorporating relevant social science theories.

The study also revealed a recurring theme of stakeholder engagement as a critical component of effective management. Participants noted that inclusive decision-making processes, informed by sociological insights, significantly improve the relationship between administration and the college community. This finding suggests that engaging diverse perspectives not only fosters a sense of belonging but also enhances the overall institutional climate.

Additionally, the research illuminated issues related to communication strategies within the college. Many respondents pointed out that psychological principles could improve communication channels, thereby reducing misunderstandings and fostering a more cohesive environment. The application of these principles is particularly relevant in addressing the diverse needs of students and staff, suggesting that a tailored approach to communication is essential for effective management.

Overall, these findings underscore the necessity of integrating social science theories into the management practices at Nwafor Orizu College of Education. By doing so, the college can better address the complexities of educational administration, ultimately leading to improved stakeholder satisfaction and institutional performance.

4 DISCUSSION

The findings of this study resonate strongly with the existing literature on the integration of social science theories in educational management. The identification of organizational behavior as a pivotal factor in decision-making processes corroborates previous research that underscores the significance of understanding group dynamics and leadership styles. For instance, Smith et al. [1] highlighted how such theories enhance collaboration and communication within academic settings, affirming the study's assertion that improved interpersonal relationships among faculty and staff lead to a more productive work environment.

Moreover, the gap identified in the management training programs at Nwafor Orizu College echoes the concerns raised by Johnson and Lee [2] regarding the inadequacy of existing curricula to prepare administrators for the multifaceted challenges of educational leadership. This gap not only hinders the effectiveness of current management practices but also emphasizes the need for a curriculum that incorporates social science principles. By equipping faculty and administrators with the relevant skills and knowledge, the college can foster leadership that is both adaptive and responsive to the evolving educational landscape.

The study's findings regarding stakeholder engagement also align with sociological theories that advocate for inclusive decision-making processes. By recognizing the diverse perspectives within its community, Nwafor Orizu College can cultivate a collaborative atmosphere that enhances institutional climate and stakeholder satisfaction. This aligns with the broader discourse in educational management literature, which posits that active engagement of all stakeholders is essential for creating a sense of belonging and ownership within the institution [3].

Furthermore, the emphasis on communication strategies informed by psychological principles introduces a critical dimension to effective management practices. The literature suggests that tailored communication approaches not only mitigate misunderstandings but also promote a positive organizational culture. By implementing these strategies, Nwafor Orizu College can address the diverse needs of its stakeholders more effectively, ultimately leading to improved educational outcomes [4].

In summary, the implications of this study highlight the necessity of integrating social science theories into the management practices of Nwafor Orizu College of Education. Such integration promises not only to enhance leadership effectiveness but also to foster a more inclusive and responsive educational environment, thus preparing the institution to meet the challenges of modern educational administration [5].

5 CHALLENGES FACED

Implementing social science principles within the management framework of Nwafor Orizu College of Education presents a series of challenges that can be categorized into both external and internal factors. These challenges can significantly impact the effectiveness of management strategies aimed at integrating social science insights into educational practices [6].

Externally, one of the primary challenges arises from the socio-economic context in which the college operates. The fluctuating economic conditions in Nigeria can lead to insufficient funding for educational institutions, limiting resources available for training programs and professional development initiatives. This financial constraint hampers the college's ability to adequately train faculty and administrative staff in social science principles, thereby affecting the implementation of these strategies in daily operations. Furthermore, the college faces competition from other educational institutions, which may adopt more innovative approaches to management, leveraging social science insights more effectively. This competitive pressure necessitates a rapid adaptation, which can be difficult in a resource-constrained environment.

Internally, resistance to change is a significant barrier to the successful application of social science principles. Faculty and staff may be accustomed to traditional management practices and may view the introduction of new methodologies with skepticism. This resistance can stem from a lack of understanding of social science concepts or the perceived additional workload that comes with adapting to new management frameworks. Additionally, the existing organizational culture at Nwafor Orizu College may not sufficiently encourage collaboration and open communication, which are essential for the effective integration of social science insights. Without a supportive culture that values inclusivity and stakeholder engagement, efforts to apply social science principles may falter [1].

Moreover, the college faces challenges related to the training and development of leadership skills. Current management training programs may not fully incorporate social science theories, resulting in leaders who lack the necessary skills to navigate complex educational environments. This gap can inhibit the effective application of social science principles in decision-making processes, further complicating the implementation of innovative management practices.

In summary, the successful integration of social science principles into the management framework of Nwafor Orizu College of Education is hindered by external economic pressures, internal resistance to change, and gaps in leadership training. Addressing these challenges is crucial for fostering a more effective management approach that leverages the benefits of social science in educational settings.

6 RECOMMENDATIONS

To enhance the integration of social science into management practices at Nwafor Orizu College of Education, several practical recommendations can be implemented. These suggestions aim to foster a more robust educational environment that leverages social science principles to improve overall management effectiveness.

Firstly, it is essential to revise the current management training programs to include comprehensive modules that focus on social science theories. This curriculum should cover key concepts from sociology, psychology, and organizational behavior, enabling faculty and staff to understand and apply these principles in their daily interactions and decision-making processes. Workshops and seminars could be organized regularly, featuring experts in social science to facilitate knowledge transfer and practical applications.

Secondly, fostering a culture of collaboration and open communication is pivotal. The college should implement regular stakeholder meetings that include faculty, administrative staff, and students. These meetings would serve as platforms for discussing management practices, gathering feedback, and encouraging inclusive decision-making. By actively involving diverse perspectives, the college can enhance stakeholder engagement and create a sense of community ownership over institutional policies.

Additionally, the establishment of interdisciplinary research initiatives can be beneficial. Encouraging faculty members to collaborate on research projects that apply social science principles to educational management can lead to innovative solutions tailored to the college's unique challenges. Such projects could involve students, thereby providing them with practical experience and reinforcing the importance of social science in educational contexts.

Moreover, the college should prioritize the development of mentorship programs that connect seasoned leaders with emerging administrators. These mentorship initiatives can support the exchange of ideas and experiences related to applying social science principles in management. Mentors can guide mentees in navigating complex educational environments, helping to build a more competent leadership pipeline [2].

Lastly, the college should seek partnerships with external organizations and institutions that specialize in social science research. These collaborations can provide access to additional resources, training opportunities, and research funding, which are crucial for fostering a culture that prioritizes social science in management practices.

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Implementing these recommendations can significantly enhance the integration of social science into management at Nwafor Orizu College of Education, ultimately leading to improved educational outcomes and a more dynamic academic environment [7].

7 CONCLUSION

The exploration of social science in educational management at Nwafor Orizu College of Education has highlighted crucial intersections that can enhance institutional effectiveness. The primary arguments presented throughout this article underscore the importance of integrating social science theories into management practices to improve decision-making processes, stakeholder engagement, and leadership training. By applying principles from sociology, psychology, and organizational behavior, the college can create a more inclusive and responsive educational environment.

The study's findings indicate that the application of social science theories can lead to better communication strategies, fostering collaboration among faculty, staff, and students. Furthermore, addressing the identified gaps in management training programs is essential for equipping leaders with the necessary skills to navigate the complexities of modern educational challenges. Emphasizing a curriculum that incorporates social science concepts will enhance leadership effectiveness, ultimately benefitting the entire academic community [8].

Reflecting on the significance of the relationship between social science and management, it becomes evident that a multidisciplinary approach is vital for contemporary educational institutions. The challenges faced by Nwafor Orizu College, including external economic pressures and internal resistance to change, must be addressed to fully realize the potential of social science integration. Collaborative efforts among stakeholders, coupled with a commitment to ongoing professional development, will pave the way for innovative management practices.

Looking towards the future, potential research directions could include longitudinal studies assessing the long-term impacts of social science integration on educational outcomes at the college. Additionally, exploring comparative analyses with other educational institutions that have successfully implemented similar frameworks could provide valuable insights. Engaging in action research involving faculty and students in the development of management strategies may also yield practical applications of social science theories in real-time educational settings. Such initiatives will not only enrich the academic experience but also contribute to the evolving discourse on effective educational management.

COMPETING INTERESTS

The authors have no relevant financial or non-financial interests to disclose.

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A COMPREHENSIVE ANALYSIS OF THE EFFECTIVENESS AND INFLUENCE OF PARTICIPATORY MODELS IN ADVANCING SUSTAINABLE COMMUNITY DEVELOPMENT: A RIGOROUS ASSESSMENT OF THEORETICAL FOUNDATIONS AND REAL-WORLD APPLICATIONS

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Abstract: This research provides an in-depth and multidimensional analysis of the effectiveness and impact of participatory models in promoting sustainable community development. By critically examining a wide range of participatory approaches, such as participatory governance, community development, co-production and collaborative decision-making, the study explores their theoretical underpinnings, focusing on the conceptual frameworks and key principles that guide community development processes. The analysis examines how these frameworks translate into concrete applications in different socio-economic, cultural and political contexts, examining both the successes and limitations arising from their implementation.

Using a strong combination of qualitative and quantitative methodologies, the study assesses the impact of participatory models on the long-term sustainability of community initiatives. More specifically, it assesses how these models contribute to strengthening social cohesion, fostering environmental protection and promoting economic sustainability, while simultaneously addressing the multifaceted challenges that communities face in achieving sustainable development. Drawing on a wide range of case studies and empirical data, this research highlights the crucial importance of contextual adaptation in the design and implementation of participatory models, as well as the role of collaborative engagement between diverse stakeholders, including local communities, government agencies, civil society organizations, and the private sector.

The findings highlight that participatory approaches, when implemented effectively, can serve as powerful tools for empowering communities, strengthening social capital, and promoting equitable development outcomes. However, the study also finds that the success of these models depends on overcoming specific barriers, such as power inequalities, resource constraints, and political resistance. In addition, the research highlights the critical role of capacity building and institutional support in ensuring the sustainability and scalability of participatory models over time.

This analysis not only contributes significantly to the academic discourse on participatory governance and sustainable development, but also provides valuable evidence-based insights for practitioners, policymakers, and development organizations seeking to use participatory approaches to address complex global challenges. It offers practical recommendations to improve the design, implementation and evaluation of participatory strategies, with the aim of achieving more inclusive, resilient and sustainable communities around the world.

Keywords: Participatory; Sustainable; Community; Development & Effectiveness

1 INTRODUCTION

The concept of participatory models in community development has received much attention from researchers in recent decades, as they offer a promising approach to promoting sustainable development by moving away from top-down approaches to more inclusive and local approaches. These models emphasize the active participation of community members in decision-making processes, ensuring that development efforts not only respond to local needs and aspirations, but are also adaptable and context-specific. As such, participatory models are recognized as essential for addressing the multifaceted challenges of sustainable community development, especially because they involve local people in developing outcomes that are socially inclusive, economically sustainable, and environmentally sound [1].

Sustainable community development, as defined by the United Nations (1987), involves meeting the needs of the present without compromising the ability of future generations to meet their own needs, which requires a balance between social equity, economic development and environmental protection [2]. In this context, participatory models are considered essential to promote community empowerment, strengthen social capital and ensure the integration of local knowledge into the development process. By decentralizing decision-making and amplifying the voices of marginalized groups, participatory models foster a sense of ownership, responsibility, and long-term sustainability [3].

This review aims to explore the effectiveness and impact of participatory models in promoting sustainable community development, assessing both their theoretical foundations and their real-world applications. Theories of participatory development have evolved considerably, with key contributions from scholars such as Arnstein (1969), who introduced the participation scale to measure the degree of citizen involvement in decision-making. These theories emphasize the importance of local knowledge, community empowerment, and collective action as drivers of sustainable development, while highlighting the challenges that can arise in the participatory process, including power imbalances, elite capture, and resource constraints [4]. For example, in some cases, participatory processes can inadvertently reinforce social inequalities by favoring more active or inventive groups, thereby excluding the most marginalized members of society [5]. By examining a range of case studies and practices from diverse global contexts, this study aims to provide a comprehensive understanding of how participatory models contribute to sustainable development outcomes. These case studies will include

diverse examples, such as participatory rural appraisal (PRA) in South Asia, community-led development (CPD) initiatives in Sub-Saharan Africa, and participatory budgeting processes in Latin America. These practical applications will help identify key factors that contribute to the success or failure of participatory models, including the role of institutional support, the capacity of community members, and the availability of resources [6]. In this assessment, the theoretical frameworks that underpin participatory development will be critically assessed. This includes an exploration of participatory governance, which posits that citizen participation in decision-making processes is essential for democratic legitimacy and effective governance [7].

In addition, participatory development is examined through the lens of social capital theory, which emphasizes the role of trust, networks, and social norms in fostering cooperation and collective action in communities [8]. These theoretical perspectives will be linked to contemporary development practices, providing a solid analytical framework for understanding the complexity of participatory models in the modern context. At the same time, practical examples will illustrate the tangible impact of participatory approaches, highlighting their potential to address complex challenges such as poverty, inequality, environmental degradation, and social cohesion. For example, participatory budgeting initiatives in Porto Alegre, Brazil, have shown how community engagement in fiscal decision-making can lead to a more equitable distribution of resources, reduced corruption, and improved public service delivery [9].

Similarly, the success of community development projects in Indonesia has demonstrated how local participation in infrastructure development can lead to better outcomes, more community ownership, and increased sustainability [10]. Ultimately, this analysis aims to provide insights into how participatory models can be refined and adapted to better support sustainable development goals. Based on the results of theoretical assessments and practical case studies, recommendations will be made for future applications in local and global contexts. These recommendations will highlight the need for more comprehensive and context-sensitive approaches to participatory development, particularly in contexts where power dynamics and resource constraints pose significant challenges to effective participation.

2 LITERATURE REVIEW

The exploration of participatory models in sustainable community development has evolved significantly, with a large body of research examining their theoretical foundations, practical implementation, and associated challenges. This section provides a detailed summary of the scholarly contributions, categorized into six thematic areas: theoretical foundations, participatory frameworks, concrete applications, critiques, challenges, and future directions.

2.1 Theoretical Foundations of Participatory Models

Participatory models are deeply rooted in development theories that advocate the active participation of communities in their development. Freire's (1970) pedagogy of the oppressed emphasized a bottom-up approach in which marginalized groups are not passive beneficiaries but co-creators in the struggle against systemic inequalities. Building on this observation, Arnstein's (1969) Scales of Civic Participation provide a continuum of participatory practices, ranging from symbolic consultation to full citizen control, establishing a basic framework for assessing the depth and authenticity of participation.

Chambers (1994) introduced the concept of participatory rural assessment (PRA), with an emphasis on harnessing local knowledge and learning from experience to design interventions that are meaningful and sustainable in context. ERP has become essential for encouraging communities to identify and prioritize their development needs. Similarly, Korten (1980) emphasized the importance of adaptive learning in participatory models, arguing that iterative feedback loops and community feedback are essential to sustain development initiatives in dynamic socio-economic environments. Recent research builds on these foundations, emphasizing the integration of participatory approaches with systems theory and complexity science to address the multidimensional nature of sustainable development [11-12].

2.2 Participation Frameworks

Several frameworks have been developed to operationalize participation, reflecting a growing recognition of its importance for achieving sustainable development outcomes. The World Bank (1996) distinguished between community-based development (CBD) and community-led development (CPD). CBD emphasizes partnerships between communities and external agencies, positioning communities as co-implementers rather than sole decision-makers. In contrast, CPD prioritizes the empowerment of communities by allowing them to directly control decision-making and resource allocation, promoting ownership and strengthening accountability [13]. These differences highlight the varying degrees of autonomy granted to communities in participatory processes, with implications for sustainability and empowerment. On this basis, Pretty (1995) proposes a typology of participation, classifying it into levels such as passive, consultative, interactive and self-mobilizing. This typology emphasizes that participation exists on a continuum, ranging from symbolic involvement, where communities are simply informed, to transformative engagement, where communities independently initiate and sustain development efforts. Interactive and self-mobilizing participation align more closely with the principles of empowerment, as they promote capacity building and action within communities [14]. This model highlights the importance of not only involving communities, but also ensuring the depth and quality of their engagement.

In institutional contexts, Fung and Wright (2003) introduced the model of "empowered participatory governance", which seeks to integrate participatory practices into formal decision-making processes. This framework emphasizes deliberative democracy, where local knowledge and stakeholder input are systematically integrated to improve legitimacy, efficiency, and scalability. The model also addresses power asymmetries by creating institutional mechanisms that support equal representation, thereby reinforcing the democratic ethics of participatory processes [15].

Recently, labels such as participatory action research (PAR) have gained prominence due to their emphasis on the co-production of knowledge. PAR involves researchers and communities working collaboratively to identify, analyze, and address real-world challenges [16-17]. This approach bridges the gap between theory and practice, aligning academic research with the lived realities of marginalized groups. By prioritizing inclusion and mutual learning, RAP promotes solutions that are not only contextually relevant but also socially equitable [18].

Overall, these frameworks illustrate the evolution of participatory practices, moving from consultative models to more collaborative and community-focused approaches. They emphasize the need to tailor participation to the specific needs of the context, addressing structural inequalities to ensure meaningful and effective engagement.

2.3 Concrete Applications of Participatory Models

Practical applications of participatory models have demonstrated their transformative potential and inherent limitations in different contexts, influenced by socio-economic and cultural dynamics:

Latin America: Participatory budgeting, as implemented in Porto Alegre, Brazil, remains a benchmark for direct citizen involvement in municipal governance. It has not only improved transparency, but also redistributed resources more equitably to underserved areas, fostering a sense of public trust and empowerment [19-20]. Despite its successes, challenges such as scalability, political interference, and the need for sustained citizen engagement highlight the complexity of institutionalizing participatory frameworks [21].

Sub-Saharan Africa: The Malawi Social Action Fund illustrates the effectiveness of participatory models in rural development. By involving communities in decision-making processes, the program has led to the construction of vital infrastructure such as schools and health facilities. However, the sustainability of such initiatives often depends on continued financial support, strengthening local capacities and mitigating elite capture [22]. In Ghana, participatory approaches to local government have also revealed the importance of harmonizing traditional and modern governance systems to improve service delivery [23].

South Asia: Participatory rural appraisal (PRA) techniques have had a significant impact on resource management in countries such as India and Nepal, enabling marginalized communities to address their own needs and priorities. These methods have promoted inclusive decision-making, particularly in the areas of water conservation, reforestation and agriculture [25]. However, the effectiveness of ERPs often depends on the ability to overcome power imbalances within communities and to ensure that facilitation processes are truly participatory and not tokenistic [26].

Urban context: In Kenya, participatory digital platforms, such as those used in Nairobi's Kibera slum upgrading projects, have demonstrated how technology can bridge the gap between citizens and policymakers. Tools such as interactive maps and SMS reporting have increased accountability, facilitated resource tracking, and amplified marginalized voices in urban planning processes [27]. However, digital divides, including access to technology and barriers to literacy, pose significant challenges to the inclusion of these models [28].

Cross-cutting themes: In these contexts, participatory models have highlighted critical success factors, including the importance of institutional support, alignment of stakeholder interests, and the need for iterative learning processes [29]. While the democratizing potential of participatory approaches is evident, their implementation often requires careful attention to context-specific dynamics and mitigation of structural inequalities to avoid reproducing existing hierarchies [30].

Examination of these applications clearly shows that participatory models are not universally applicable solutions, but rather frameworks that require adaptation to local socio-political and economic realities.

2.4 Criticism of Participatory Models

While participatory models are often praised for their potential to empower communities and promote inclusive decision-making, they are not without their critics. Researchers have highlighted several theoretical and practical limitations that can undermine their effectiveness and even exacerbate existing inequalities.

Power dynamics and the "tyranny of participation": Cooke and Kothari (2001) brilliantly described the "tyranny of participation", warning that participatory processes can inadvertently perpetuate existing power imbalances. For example, decision-making forums often favor the most active or influential participants, leaving marginalized groups – such as women, ethnic minorities or the poor – underrepresented or excluded [31]. These dynamics can give the impression of inclusion without addressing deeper structural inequalities [32].

Elite capture: The phenomenon of elite capture, where powerful individuals or groups dominate participatory mechanisms, is a widespread problem, especially in resource-constrained contexts. Platteau and Gaspart (2003) argue that participatory initiatives can become tools for local elites to promote their interests, thus undermining the very principles of equality and inclusion that these models seek to promote. For example, in community-led development programs, elites often manipulate resource allocation or decision-making processes to their advantage, thereby perpetuating inequalities [5].

Context-dependent: Mansuri and Rao (2004) argue that participation is not a universal solution. Their success depends on the socio-political context, community capacities, and institutional support. In fragmented or conflict-prone communities, participatory approaches can exacerbate tensions rather than foster cooperation [6]. Furthermore, communities with low literacy rates or limited access to information may have difficulty engaging meaningfully in participatory processes, reducing their effectiveness [10].

Frustration and disengagement: Poorly implemented participatory initiatives can lead to frustration, disillusionment, and loss of trust among community members. For example, when participatory processes fail to produce tangible results or are perceived as symbolic, participants may disengage, viewing these efforts as a waste of time or a form of manipulation by external actors [13]. This is particularly evident in cases where external agencies impose participatory models without sufficient consideration of local needs or capacities [19].

Community overload: Participatory models often assume that communities have the time, resources, and expertise to contribute effectively. However, in many cases, especially in poor or disaster-affected areas, participation requirements can impose unnecessary burdens on already stressed populations [20]. This raises questions about the ethics of expecting vulnerable communities to take on responsibilities that should be carried out by more competent institutions.

Danger of exploitation: Participatory processes are sometimes used by governments or organizations as a means of legitimizing predetermined decisions rather than truly empowering communities [18]. This instrumentalization undermines the democratic ethics of participation and reduces it to a procedural formality.

Conclusion: While participatory models have transformative potential, their implementation requires careful attention to power dynamics, local contexts and the risk of unintended consequences. Addressing these criticisms requires a commitment to reflexivity, inclusiveness and ongoing capacity building to ensure that participatory processes truly serve the communities they aim to empower [2].

2.5 Challenges of Participatory Development

Despite its theoretical promise, participatory development faces several challenges that limit its practical effectiveness in achieving sustainable and inclusive community development. These challenges, deeply rooted in social, economic, and cultural contexts, often undermine the transformative potential of participatory models.

Power dynamics and marginalization: Unequal power relations within communities often result in the exclusion of marginalized groups, such as women, youth, ethnic minorities, and the poor, from meaningful participation. White (1996) and Cornwall (2022) argue that participatory forums are often dominated by local elites or influential actors, who use these spaces to advance their own interests while marginalizing others. This dynamic is particularly pronounced in patriarchal societies, where traditional gender norms limit women's voices, leading to symbolic involvement rather than substantive influence [4].

Resource constraints: Effective participatory development requires a significant investment in financial resources, trained facilitators, and time. Pretty (1995) points out that resource-poor settings, particularly in rural and low-income areas, often lack the infrastructure and expertise needed for sustained participatory engagement. Furthermore, the high costs of organizing participatory activities, such as community meetings or workshops, can strain already limited budgets, especially in donor-dependent projects [5].

Cultural and structural barriers: Deep-rooted cultural norms and hierarchical social structures present significant obstacles to inclusive participation. In many societies, traditional authority figures, such as elders or chiefs, dominate decision-making processes, limiting the ability of marginalized groups to express their needs and priorities [16-17]. These barriers are particularly evident in patriarchal cultures, where women's participation may be limited to specific areas and where young people are often completely excluded from decision-making [18].

Symbolism and lack of real empowerment: Participatory approaches are sometimes reduced to symbolic gestures, where community involvement is sought only to respond to donor demands or to legitimize predetermined decisions [20]. This superficial engagement, often referred to as "instrumental participation," undermines core principles of empowerment and inclusion, leaving communities disillusioned and challenging development initiatives [22].

Capacity and knowledge gaps: Many communities, particularly in resource-limited settings, lack the technical knowledge and capacity needed to engage effectively in participatory processes. Mansuri and Rao (2013) point out that without adequate training and awareness, community members may struggle to express their needs, analyze data, or contribute meaningfully to decision-making. This can lead to a reliance on external opportunities, which can inadvertently impose their own biases or priorities.

Time constraints and opportunity costs: Participation often requires a significant time commitment from community members who may already be burdened with life and family responsibilities. Cleaver (2001) warns that this can lead to the exclusion of the most vulnerable, such as women or informal workers, who cannot afford the opportunity costs of attending lengthy meetings or workshops.

Conflicting interests and group dynamics: Participatory development often assumes that communities are homogeneous entities with common goals, but in reality they are characterized by diverse and sometimes conflicting interests. Cleaver (1999) and Hickey and Mohan (2004) note that these internal divisions can lead to competition, conflict and even sabotage, especially in contexts where resources are scarce.

Sustainability and institutional support: Without a strong institutional framework and long-term support, participatory initiatives often struggle to maintain their impact. Short project durations, insufficient monitoring and weak integration into formal governance structures can lead to the erosion of participatory benefits over time [25-26].

Conclusion: Addressing these challenges requires a nuanced and context-sensitive approach that goes beyond idealized notions of participation. Development professionals must prioritize power-sensitive facilitation, capacity building, and dismantling structural barriers to ensure that participatory models truly empower communities and contribute to sustainable development outcomes [26-29].

2.6 Future Directions of Participatory Development

As participatory development continues to evolve, new research and innovative approaches are emerging to address ongoing challenges and improve the inclusiveness and effectiveness of participatory processes. These approaches emphasize the need for adaptability, integration of technology, and recognition of complex social dynamics, ensuring that participatory models remain relevant in a rapidly changing world.

Digital participation: One promising direction is the integration of digital tools and platforms to expand the reach and inclusiveness of participatory processes. Digital participation offers the opportunity to overcome geographical, economic, and time barriers that often prevent engagement in traditional face-to-face forums [30]. Bousquet et al. (2022) highlight how mobile applications, online surveys and social media platforms have enabled citizens to engage in governance and planning processes on a larger scale. For example, participatory budgeting and urban planning initiatives can now include remote or marginalized populations, allowing them to contribute to decision-making without physical constraints. However, challenges such as the digital divide, privacy concerns and the risk of misinformation need to be addressed to ensure that digital participation does not inadvertently exclude certain groups [31]. The use of digital tools requires careful design to ensure access, data security and inclusiveness, particularly in low-tech or rural settings. Hybrid models of governance: Another forward-looking approach is the development of hybrid models that combine grassroots participation with formal institutional mechanisms. Fung and Wright (2003) argue that purely grassroots participatory processes may lack the institutional support needed to ensure long-term sustainability and equitable resource distribution. Hybrid models seek to combine the strengths of community decision-making with the legitimacy and authority of formal governance structures. This integration can help mitigate the risks of elite capture and ensure that the outcomes of participatory processes are institutionalized and supported by policy frameworks. Mansuri and Rao (2013) suggest that such models can help bridge the gap between local knowledge and expert-led governance, thereby creating a more balanced approach to resource allocation and policy implementation. For example, in urban development, hybrid models can involve local residents in planning, ensuring that decisions are aligned with national development priorities and the legal framework.

Intersectionality in participation: A key area for future research is to recognize and examine intersectional inequalities in participatory processes. Cornwall (2022) emphasizes the importance of adopting an intersectional approach to participation, which recognizes that individuals' experiences of marginalization are shaped by multiple overlapping factors such as gender, race, class, age, and disability. Traditional models of participation often fail to address these complexities, leading to the exclusion of the most vulnerable groups. By embracing intersectionality, participatory development can become more inclusive and responsive to the needs of diverse populations, ensuring that power dynamics within communities are better understood and addressed.

This approach requires not only more inclusive participatory mechanisms, but also a better understanding of how power is exercised across social categories. For example, while women may be excluded from decision-making due to patriarchal

norms, women with disabilities may face additional barriers related to physical access or social attitudes. Ensuring that these intertwined forms of marginalization are addressed can lead to more equitable and effective development outcomes [6-7].

Adaptability to local contexts: Future participatory models will also need to be adaptable to different sociopolitical and cultural contexts. What works in one context may not be applicable in another, requiring development practitioners to adapt participatory processes to local realities. This means moving away from one-sided solutions and instead focusing on context-sensitive approaches that integrate local knowledge, norms and power structures [32]. Participatory models must also be flexible enough to evolve over time, adapting to changing political environments, technological advances and community needs [8].

Long-term sustainability and institutional support: The future of participatory development also lies in ensuring the long-term sustainability of participatory initiatives. This includes institutionalizing participatory processes in formal governance structures and ensuring that they are not merely temporary or ad hoc. Participatory processes must be integrated into public administration, education systems and policy frameworks to foster long-term commitment and resources [2]. Building local capacity through training and institutional development is essential to ensure that communities can sustain participatory models without ongoing external facilitation [10].

Conclusion: The future of participatory development lies in enhancing the inclusiveness, adaptability, and sustainability of participatory processes. By integrating digital tools, adopting hybrid governance models, and applying a cross-cutting perspective to address inequity, participatory development can better respond to the evolving demands of sustainable development. These innovative approaches will ensure that participatory models not only effectively engage communities, but also contribute to long-term, equitable, and contextual development outcomes.

The literature on participatory models emphasizes their transformative potential to advance sustainable community development. However, their success depends on the thoughtful design, implementation, and contextualization of participatory processes. Future research and practice should prioritize inclusive, adaptive, and resource-friendly approaches to ensure that participatory development achieves the intended outcomes of equity, sustainability, and community empowerment.

3 METHODOLOGY SUMMARY

The study conducted a comprehensive analysis of the effectiveness and impact of participatory models in promoting sustainable community development using a mixed methods approach. It aimed to assess both the theoretical foundations and practical applications of participatory models, drawing on case studies, surveys, interviews and secondary data.

3.1 Literature Review

The study began with an in-depth literature review to identify the theoretical foundations of participatory models in community development, examining frameworks such as the capacity approach and the participatory development framework [8]. A systematic analysis of academic sources established the theoretical basis for the subsequent empirical research.

3.2 Case Studies

The study used a comparative approach, analyzing concrete examples including participatory budgeting in Porto Alegre (Brazil), community development in Malawi, and participatory urban planning in Kenya. Data were collected from government reports, NGO publications, and interviews with local stakeholders to assess the effectiveness of these models.

3.3 Surveys and Questionnaires

Surveys were distributed to community members, project facilitators, and local government officials to collect quantitative data on their perceptions of participatory processes. Stratified random sampling was used to ensure demographic diversity.

3.4 In-Depth Interviews

Semi-structured interviews were conducted with key informants, such as local leaders and policy makers, to obtain qualitative insights into the experiences of participants and facilitators. Purposive sampling was used to select participants with direct experience of participatory development projects.

3.5 Focus Groups

Focus groups were conducted to explore the collective views of community members on the effectiveness of participatory models. Discussions were transcribed and thematically analyzed to identify key themes related to inclusion and empowerment.

3.6 Data Analysis

Quantitative data were analyzed using descriptive and inferential statistics, while qualitative data were analyzed through thematic coding using NVivo software to identify common themes and ideas across the case studies.

3.7 Summary and Conclusions

The study integrated findings from various data sources to draw comprehensive conclusions about the effectiveness and limitations of participatory models. A comparative analysis identified key factors influencing the success or failure of these initiatives and provided recommendations for future participatory development efforts.

3.8 Ethical Considerations

Informed consent was obtained from all participants, ensuring transparency about the purpose of the study and the rights of the participants. The data were processed in accordance with ethical guidelines to maintain confidentiality and protect sensitive information. 9. Limitations: The study was limited by its reliance on available case studies, which may not fully represent the diversity of participatory models around the world. In addition, the subjective nature of qualitative data, particularly interviews and focus groups, may have influenced the results.

Overall, the study provided a rigorous assessment of participatory models in promoting sustainable community development, providing valuable insights for policymakers, practitioners, and researchers.

4 THEORETICAL FLAMEWORK

The study, titled A Comprehensive Analysis of the Effectiveness and Impact of Participatory Models in Promoting Sustainable Community Development, draws on several fundamental theories that illuminate the theoretical foundations and concrete applications of participatory development. One of the central frameworks is participatory development theory, which emphasizes the importance of involving community members in decision-making processes and the implementation of development projects. This theory states that sustainable outcomes are most effectively achieved when local people are actively involved, using their knowledge and experiences to shape and guide development efforts. It asserts that true empowerment occurs when communities have control over development initiatives that directly affect them.

Another major theory underlying this research is sustainability theory. This theory emphasizes long-term development goals that balance environmental, social, and economic considerations. It emphasizes the need to create development solutions that meet current needs without compromising the ability of future generations to meet their own needs. In the context of participatory models, sustainability theory advocates solutions that not only address immediate needs but also promote sustainable and adaptable community structures that are resilient to future challenges.

Social capital theory also plays a crucial role in research. This theory examines the importance of social networks, trust, and cooperation in communities. The study posits that participatory models can enhance social capital by fostering stronger relationships and trust among community members, which in turn leads to greater collective action and more sustainable outcomes. By strengthening the social fabric of a community, participatory models help to cultivate the collective efficacy needed to address complex development challenges.

In addition, the theory of asset-based community development (ABCD) provides a guiding framework for the study. ABCD shifts the focus from a needs-based approach to one that uses the strengths, assets, and existing capacities of communities. This approach is essential in participatory models, which aim to empower communities by drawing on their inherent resources and capacities. The theory argues that by recognizing and mobilizing these local assets, sustainable development is more likely to be achieved because communities are more committed to realizing their development agenda.

The research is also based on the theory of change, which provides a comprehensive framework for understanding the mechanisms by which participatory models lead to sustainable outcomes. This theory outlines the conditions and actions necessary to bring about desired changes, helping to clarify the pathways through which community engagement and participation can result in meaningful and long-term development. It encourages a systematic approach to assessing how participatory processes lead to measurable improvements in community sustainability.

Finally, critical pedagogy plays an important role in guiding the research, particularly in its emphasis on education, reflection, and social justice. Building on the work of Paulo Freire, critical pedagogy promotes transformative learning processes that enable individuals and communities to question power structures, assert their rights, and participate in collective decision-making. This theory suggests that participatory development should not only aim to meet material needs, but also to empower individuals to critically analyze and strengthen their social, political, and economic environments.

Together, these theories provide a rich theoretical basis for assessing the effectiveness and impact of participatory models in sustainable community development, guiding the conceptual framework and practical evaluation of concrete applications.

Participatory models are widely recognized as effective frameworks for advancing sustainable community development. These approaches emphasize the active participation of community members in decision-making processes, ensuring that development initiatives are aligned with local needs, values and capabilities. This discussion critically evaluates the theoretical foundations and concrete applications of participatory approaches to assess their impact and effectiveness in promoting sustainable development.

5 DISCUSSION

5.1 Theoretical Foundations

Participatory development theories are anchored in the principles of inclusion, empowerment and local ownership. Paulo Freire's Pedagogy of the Oppressed (1970) emphasizes the importance of dialogue and critical awareness to enable marginalized communities to take responsibility for their own development. Freire argued that development should involve a process of co-learning, where facilitators and participants engage in reflective action to address systemic inequalities.

Amartya Sen's (1999) capabilities approach advances this paradigm by emphasizing the strengthening of freedoms and capabilities as prerequisites for sustainable progress. According to Sen, development should focus on expanding people's opportunities to lead lives they value, which requires their active participation in the design and implementation of development initiatives. These theories challenge top-down and predictive development paradigms, advocating community-led solutions that promote long-term impact and adaptability [9].

The sustainable livelihoods approach (SLA) and asset-based community development (ABCD) also enrich participatory frameworks. The SLA approach focuses on building resilience by leveraging human, social, natural, physical and financial resources. The aim is to strengthen the capacity of communities to cope with vulnerabilities while maintaining and improving their well-being. In contrast, the ABCD approach identifies and mobilizes existing community strengths, such as local skills, relationships and institutions, to drive development from within. Both approaches promote participatory processes that focus on local knowledge and resources as the foundations of sustainable development.

5.2 Concrete Applications

Participatory models have been implemented in different contexts with varying degrees of success. Community-based natural resource management (CBNRM) initiatives illustrate the potential of participatory approaches to balance environmental sustainability and livelihoods. In Namibia and Botswana, for example, CBNRM projects have enabled communities to manage wildlife and forest resources, leading to improved conservation outcomes and economic benefits (Roe et al., 2009). These initiatives demonstrate how participatory governance can align ecological objectives with socio-economic priorities.

Participatory budgeting (PB) is another widely used example. Originating in Porto Alegre, Brazil, PB empowers citizens to influence public spending decisions, thereby promoting transparency, accountability, and equitable resource distribution. Empirical studies suggest that the BP in Porto Alegre led to a 70% increase in access to basic health services and public trust in local government [9].

In the health sector, participatory approaches have been shown to be instrumental in addressing public health challenges. Community-led sanitation initiatives under India's Swachh Bharat Mission have significantly reduced open defecation rates through collective action and behavior change campaigns [12]. Similarly, participatory maternal health programs in sub-Saharan Africa have improved health care access and outcomes by involving women in the design and delivery of services [18].

5.3 Effectiveness and Challenges

The effectiveness of participatory models lies in their ability to strengthen community ownership, build trust and provide context-specific solutions. By involving beneficiaries in planning and implementation, these models build resilience and sustainability. Research by Mansuri and Rao (2012) indicates that participatory approaches often lead to improved service delivery and project sustainability when implemented effectively.

However, challenges persist. Power imbalances within communities can hinder equal participation because dominant groups can appropriate the process, thereby marginalizing vulnerable populations [20]. Furthermore, token participation, where community involvement is superficial, undermines the transformative potential of participatory models. Resource limitations, time-consuming processes, and the need to build capacity further complicate implementation and scalability.

6 RECOMMENDATIONS

6.1 Strengthen Theoretical and Methodological Frameworks

Intersectionality: address overlapping marginalizations (gender, class, etc.).

Contextual sensitivity: adapt processes to local socio-political realities.

Adaptive frameworks: Use models such as the Arnstein Ladder and Fung Governance Models for flexibility.

6.2 Promote Meaningful Community Participation

Capacity development: train community members for effective participation. Manage power dynamics: ensure fair representation and limit elite capture. Co-creation: foster shared ownership between communities and external stakeholders.

6.3 Use Digital Technology

Digital inclusion: engage marginalized groups through mobile and mapping. Bridging the digital divide: Overcoming barriers such as poor internet access.

Data Security: Protecting the confidentiality and integrity of participants' data.

6.4 Improving Institutional Support and Integration

Integrating governance: institutionalizing participation in formal structures. Policy support: Developing policies in line with sustainable objectives. Multi-stakeholder collaboration: involves NGOs, governments and private actors.

6.5 Promoting Long-Term Sustainability

Iterative learning: using feedback loops to improve processes. Financial support: providing funding for participatory initiatives. Local leadership: giving local actors the tools to ensure continuity.

6.6 Addressing Structural Challenges

Reducing marginalization: challenging exclusionary norms and barriers. Balanced representation: avoiding symbolism by ensuring authentic representation. Mitigating opportunity costs: minimizing the burden on vulnerable participants.

6.7 Focus on Concrete Applications

Case-specific strategies: learning from success stories such as participatory budgeting in Brazil. Monitoring impact: creating frameworks to assess long-term results. Equity priorities: addressing structural inequalities to achieve inclusive benefits.

7 CONCLUSION

In conclusion, the in-depth analysis of participatory models in promoting sustainable community development reveals their transformative potential when implemented effectively. These models, based on strong theoretical foundations, emphasize the crucial importance of local involvement, empowerment, and ownership in driving long-term development outcomes. By actively involving community members in decision-making, resource management, and implementation processes, participatory approaches not only improve the relevance and sustainability of development initiatives, but also strengthen sustainability, social cohesion, and capacity at the local level.

The evaluation indicates that the effectiveness of these models depends on several factors, including genuine stakeholder engagement, appropriate capacity development, and the integration of local knowledge with scientific expertise. However, challenges such as power imbalances, resource constraints, and institutional barriers can hinder their full realization. Addressing these challenges requires adaptive frameworks, flexible policies and ongoing monitoring to ensure that participatory models respond to the dynamic needs of communities.

Concrete applications demonstrate that participatory models can lead to significant improvements in areas such as environmental protection, poverty reduction and social equity. Case studies highlight their ability to drive innovation, strengthen accountability and create a sense of shared responsibility. However, to maximize these benefits, a concerted effort is needed to align theoretical principles with practical realities, ensuring that participatory approaches are not only inclusive, but also equitable and scalable.

Ultimately, participatory models represent a powerful paradigm for sustainable community development, offering a path to inclusive growth and resilience. Their success depends on fostering partnerships, fostering mutual respect, and integrating participatory practices into broader development frameworks. As communities continue to face complex global challenges,

these models provide a blueprint for transformative action, emphasizing the imperative of a participatory ethos to shape a sustainable future.

COMPETING INTERESTS

The authors have no relevant financial or non-financial interests to disclose.

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A PSYCHOLOGICAL STUDY ON SOCIAL MEDIA USE RELATED TO ANIME, COMIC, AND GAME AMONG ADOLESCENTS

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Abstract: The young generation is confronted with increasing online social media and Anime, Comic, and Game (ACG) culture. Their mental health and motivation related to ACG are worthy to be examined. This empirical study carried out in-depth interviews among Chinese adolescents. The analysis reveals that the popularity and gender differences in ACG exist and corresponding social media use shows direct or indirect impacts on the psychology of adolescents, especially when they suffer from negative events. Freedom is pursued in the use of social media related to ACG and more friends are gathered in the online community. This research sheds light on the psychological development of adolescents and the social media supervision of the ACG groups with adolescents.

Keywords: Anime, Comic, and Game; Psychology of adolescents; Social media; Escape from freedom

1 INTRODUCTION

Anime, an approach to Japanese animated entertainment, has become more and more popular around the world in recent years. According to the data of the anime industry, it created a sales record in 2017 of 2.15 trillion Yuan (approximately \$19.8 billion) with seven years of continuous growth, driven largely by demand from overseas [1]. Exports of anime series and films have increased by three times since 2014 and some of them were beneficial in part by sales to streaming giants like Netflix and Amazon – and show the tendency of increase [1]. They are not only important on the world, but also indispensable in China. For example, China has a large anime expo every year called Bilibili World in Shanghai, and the expo drew over 700 exhibitors and 800 content creators from China and other countries [2]. With more than 450 creator booths set up, the event attracted more than 250,000 visitors over three days, establishing itself as China's largest comprehensive Anime, Comic, Game (ACG) expo [2]. These visitors contained various age groups, especially adolescents. To be specific, according to the age group of readers, anime can be categorized as Kodomomuke (little kids), Shōnen (boys of 8-18 years old), Shōjo (girls of 8-18 years old), Seinen (male adolescents and adults), Josei (female adolescents and adults) [3].

Moreover, adolescent mental health attracts a public concern in recent years. Adolescence is a period of vulnerability, thus the development of depression in young people are at higher risk rather than in other periods throughout their lives [4]. According to statistics about adolescent mental health, a large number of high school students are experiencing symptoms of depression significantly over a ten-year period [5]. What is more, suicidal thoughts and actions for many high school students show an increasing trend from 2011 to 2021[5]. In addition, most adolescents who have mental health problems depend on social media (such as TikTok, Bilibili, and WeChat) obsessively, and wish to find some suitable approaches to release their pent-up emotions. Regarding Chinese adolescents, 15% of them show an addiction to social media, leading to a high risk of becoming depressive [6].

2 LITERATURE REVIEW

Adolescent depression and social media use may exist a connection because of freedom. Formm, the theory of escape from freedom proposes that human existence and freedom have a great connection and the development of humans and the growth of freedom are dialectically unified [7]. According to this theory, freedom can be divided into two kinds, one is positive freedom and the other one is negative freedom. Negative freedom is considered that while individuals cannot show their personality in the process of development, instead of actively realizing themselves [7]. It is being forced out of the present. This view is suitable to analyze the relationship between adolescents and social media, especially the adolescents who enjoy anime and have mental health problems.

Adolescents who have mental health problems and are addicted to anime social media have a common psychology in that they want to separate themselves from the current situations of loneliness [7]. With the development of activities and the growth of individuals, when people are faced with some complex social situations, some of them seem powerless and unable to solve them. Therefore, in order to overcome this sense of powerlessness and loneliness, the impulse to escape freedom becomes more and more intense, and eventually the psychological mechanism of "escape freedom" is formed [8].

3 RESEARCH METHOD

This study adopted a qualitative research method and conducted in-depth interviews with two Chinese adolescents. First-hand data was from two teenagers between 17 and 18 who were high school students in Guangdong province of

China. The data collection took place in November and December 2024. These teenagers were selected based on their interest in anime, and their mental health was different from that of other people. Both of them had depression or used to be depressed.

This study adopted the form of an interview, the questions in the interview focused on how long they had been watching anime, which type of the anime they liked, whether they resorted to anime to escape reality when they were in a terrible mood, and what made them had such bad emotion, and so on. The questions would be deeper and deeper but if the interviewer found the participant did not be willing to answer, the questions would be changed or the interview would stop to pacify participants' feelings. The conversation would last 10 to 20 minutes in the interview and it would be recorded in the form of audio recording. Both participants had already given their informed consent before the beginning of the interview.

After data collection, the researcher conducted a thematic analysis of all interview data. After being fully familiar with the recorded content, it was transcribed into text, and gradually summarized the coding and theme, and the coding was improved and checked. The content of the interview is presented below.

4 RESULTS

Based on the interview data, the phenomenon related to ACG and its social media use among Chinese adolescents is analyzed and shown in the following.

4.1 Popularity and Gender Difference

Both participants are found to have been watching ACG for more than 7 years in their spare time. Participant A started to like ACG in Year 4 of primary school. Similarly, Participant B began to like ACG in Year 5 of primary school. Both of them commenced to know ACG from the sharing and recommendation of classmates. It means many pupils in China have habits related to ACG. Furthermore, this habit starts with friends but develops actively by themselves. For instance, Participant A said, "I was introduced to it by my classmates in the fourth grade, and then in the fifth grade, I started watching it on my own".

However, gender difference exists. Participant A, a boy, likes to watch relaxing ACG, such as Demon Slayer, and his personality becomes stronger after watching ACG. It matches the classification of Shōnen which is watched by boys of 8-18 years old. Participant B, a girl, expressed her preferred ACG type is suspenseful and mystery topics, different from Shōnen and Shōjo (which is mostly romantic for the female reader of 8-18 years old). It reveals that the types of ACG among Chinese adolescent readers are diverse.

4.2 The Wide Use of Social Media

Social media is found to be widely used when participants watch ACG. To be specific, Blibili is the most frequently used website mentioned by both participants. Blibili was founded in 2009 in China and aimed at constructing ACG content communities at the beginning. It has become a large video-sharing (inclusion of free or paid contents) website in Asia and is viewed as China's YouTube. Participants A and B ranked Blibili the first when they used social media about ACG. They can watch comments below each ACG video and find online friends and accounts that show similar feelings with themselves. As Participant A states, "I watch those exciting anime montages and also the videos of anime recommendation UP owners".

Apart from Blibili, both participants mentioned WeChat and QQ when they employed social media about ACG. The group chats are the major type of social format in WeChat and QQ. Based on the interview data, the teenager "also join QQ groups to play anime games together" (Participant A).

Strangers at different places can be gathered in the online group chats totally free. It shows that Chinese adolescents do not only watch ACG by themselves but also like to connect with others on multiple social media platforms. However, the social chat online is not always frequent. For example, according to Participant B, she rarely talks and most of the groups she joins are for gaming.

4.3 Reasons to Love ACG

The motivation of Chinese adolescents to watch ACG is different. Participant B said "I don't think my mood is affected much. I watch it when I feel like it, just as a hobby--not as a way to vent emotions, just a pastime...Different anime brings different things. For example, I like mystery and horror because I have always found those genres interesting". Participant B's opinion represents a pure motivation of ACG fans instead of utilitarian reasons. Particularly, the outcome of each ACG could be distinct. She feels funny to watch horror themes in ACG. The feelings of Participant B belong to the intrinsic motivation.

Regarding the reasons of Participant A, the boy mentions the environment of his life. He lives in the school dorms on most days and rarely goes home, suffering from a very bored life and limited habits. It is easy to be access to ACG in his smartphone to kill time. Meanwhile, he would like to be motivated and encouraged by figures in ACG who are teenagers like him. According to Participant B, "I found an animated movie called "Your Name" on the TV homepage, which needed 6 Yuan to unlock. Then I paid 6 Yuan and it opened a new world for me. Since then, I have fallen in love

with various animes". It reveals that the international products of ACG, such as "Your Name" which is a ACG movie made by Japan, are widely spread and inspire teenagers.

4.4 Impacts of Social Media

Participants enjoy the outcome of making more friends via social media use. Although they do not chat a lot in online communities or groups, they can share their recent watches and loved figures of ACG publicly or forward some comments (Participant B). It broadens their communication scope, not restricted to the offline scope. They are surprised to find others who have similar ideas and preferences. They can also be found by others. In brief, Participant B thought anime brings happiness and friendship to her.

In addition, Participant A introduced his experience in solving offline bullying issues on his school campus. Originally, he was scared to witness bullying happening to his classmates. He is strongly against bullying. Then he watched ACG which has a figure who also grows up from the weak to the strong. Apart from bullying, "sometimes some animes give me inspiration. They inspire me to become better" (Participant A). ACG brings positive chances to imagine for the young, just like the summary of Participant A: "Something that real life can't give you, but you can find it here".

4.5 Freedom

Freedom employed in this research refers to the free status of psychology among teenagers. Participant A illustrates his positive status of freedom brought by ACG and corresponding social media use. His conventional life is highly limited in the small campus, including classrooms and dorms. It leads to negative emotions in that a young boy is active and needs a relatively free life but the strict school boarding regulation controls his physical freedom, further leading to negative psychological status. For example, Participant A said he often watches ACG videos and social media in his dorm which is a pleasant way to solve his study pressure. Online social media reduces his negative status and helps him enjoy free time. ACG gradually develops an almost fixed part of his daily life. For example, he mentioned that "I definitely watch a lot when I'm in a bad mood, and also when I'm in a good mood".

However, Participant B did not pursue freedom via ACG and its social media. She states her negative feelings in life but she would like to reduce these negative feelings through offline communication, such as a face-to-face chat with friends. For instance, "I just watch it when I feel like it. If something bothers me, I'd rather vent to someone instead" (Participant B). It demonstrates that she purely likes to surf online about ACG but does not rely on it to reduce her negative emotions. Although Participant B did not rely too much on ACG, she acknowledged that she noticed this phenomenon, as she said "I've noticed it online. Many people seem to escape reality through anime".

Both Participant A and Participant B were asked about their belief in ACG's impacts on general peers. They show similar opinions. Teenagers' value is in the progress of development and too much use of ACG and its social media may be not helpful to their value. As mentioned by Participant B,

"Anime may not directly affect mental health, but for younger kids, exposure to unsuitable anime or social media could influence their values. Social media, especially platforms like TikTok or Kwai, has everything, so early exposure could impact how teenagers form their worldviews".

In particular, the adolescent who is very young cannot distinguish reality and imagination, so their value may be lost in diverse types of ACG which is published on Chinese websites for broad ages. Some ACG videos only show the age boundary of 18 years old, which is too general. She suggests teenagers mainly adjust their emotions casually and do not escape from reality and avoid facing problems in the world of ACG.

In terms of Participant A, he also approves that ACG and its social media can adjust their emotions of adolescents. However, it is crucial to select appropriate types for adolescents, such as relaxing and positive themes of ACG. As he stated, "It's better to watch some relatively light and cheerful animes".

5 DISCUSSION

The findings above reveal that Chinese adolescents have the competence to make use of ACG and corresponding social media to relax in their daily lives actively. It is in line with a recent study which finds that Japanese adolescents enjoy to realize mental health with the help of ACG [9]. Furthermore, the use of ACG can predict the mental status of adolescents with neural networks [9]. Whereas, the watching times need to be controlled. Based on another empirical study in Chinese adolescents, the increasing watching time of video caused more mental problems, especially boys and teenagers who lived separated from their parents [10]. Educators and managers of video websites could make full use of ID3 algorithm and node optimization technology and it is necessary for monitoring the social media abuse of teenagers [11]. Hence, the usage of social media about ACG is worthy of continuous attention for scholars, educators and parents.

In addition, it is found that some teenagers may purely like ACG but have no special physiological treatment effects. In other words, ACG has various related products, such as ACG games, movies, and figurines, which may not necessarily be social media. Its impacts on adolescents are also diverse. It is consistent with the other scholars who carry out large-scale research and conclude that the impacts of ACG on Chinese adolescent psychology and values are not fixed [12].

6 CONCLUSION

In summary, this research conducts an empirical study to examine the current status of ACG and its social media use among Chinese adolescents, especially the relationship between mental health and ACG social media use. Based on two interviews, it is found that as a highly popular habit, many types of ACG are frequently watched by Chinese adolescents and this habit is motivated by peers and automatic love. The problems are found in the lack of supervision and imagined freedom since some teenagers cannot bear boring daily life or psychological trauma such as school bullying.

Suggestion is recommended to use ACG social media. Some little teenagers are suggested to pay more attention to distinguish values in diverse ideas shown in the ACG. The type of ACG should be selected carefully and the suitable theme and age could be considered before teenagers choose to watch. When their mental status is negative, the advice is to watch relaxing and inspiring ACG but not to escape from reality.

For future research, the findings in this study could be expanded to more locations and methods. Qualitative interviews are adopted in this study and more quantitative research methods could be added in the future. Besides, the scope can be expanded to more provinces in China to gather supplementary data.

COMPETING INTERESTS

The authors have no relevant financial or non-financial interests to disclose.

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THE IMPACT OF AI-DRIVEN HR TECHNOLOGIES ON PERFORMANCE MANAGEMENT AND EMPLOYEE DEVELOPMENT: A STUDY OF THE TELECOMMUNICATION SECTOR IN BANGLADESH

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Abstract: This study investigates the impact of AI-enabled HR technologies on employee development and performance management within Bangladesh's telecommunication sector. Using PLS-SEM analysis of survey data collected from 205 employees through Google Forms across telecommunication companies in Bangladesh, the research examines three key technological capabilities: AI-powered Performance Analytics (APA), Intelligent Learning Management Systems (ILM), and Predictive HR Analytics (PHA). The findings reveal that Predictive HR Analytics demonstrates the strongest influence on both employee development and performance management, while AI-powered Performance Analytics shows significant impact only on performance management. Intelligent Learning Management Systems positively influence employee development and 70.7% in performance management, suggesting robust explanatory power. These findings suggest that predictive analytics constitute a cornerstone for leveraging AI in HR, offering a strategic advantage by aligning technology with organizational objectives. The study contributes to the ongoing discourse on HR digitalization by highlighting the differential impacts of AI-enabled tools and underscores the need for improved integration between diverse HR systems to fully realize the benefits of technological innovation in human capital management.

Keywords: AI-enabled HR technologies; Predictive HR analytics; Employee development; Performance management; Telecommunication industry

1 INTRODUCTION

1.1 Background of the Study

In today's rapidly evolving business landscape, human resource management (HRM) is undergoing a major transformation through the adoption of advanced technological tools. In particular, artificial intelligence (AI) is reshaping traditional HR practices by enhancing decision-making accuracy, streamlining operations, and generating valuable data-driven insights [1]. With its ability to process large volumes of data and offer predictive insights, AI is now being recognized as a pivotal force in modern HR processes such as performance management and employee development [2].

The telecommunication sector in Bangladesh, characterized by major players like Grameenphone, Robi Axiata, Airtel, and Banglalink, has been at the forefront of technological innovation [3]. These companies not only drive the country's rapid digital transformation but also confront significant HR challenges due to their extensive and diverse workforces. In such a competitive environment, integrating AI-driven HR technologies can play a critical role in refining performance evaluation methods and identifying tailored employee development opportunities [4]. However, despite the promising potential of these technologies, their adoption remains uneven and under-explored within the Bangladeshi telecommunication context.

While AI-based tools have been successfully implemented in various industries worldwide, evidence regarding their strategic impact on HR practices in Bangladesh—especially in performance management and employee development— is limited [5]. Most organizations in the telecom sector have yet to fully exploit these technological advances to nurture human capital. Furthermore, the unique cultural and economic characteristics of Bangladesh may pose specific challenges and opportunities that have not been adequately addressed in existing research. This study seeks to fill this gap by systematically evaluating the impact of AI-driven HR technologies on two critical dimensions: performance management and employee development.

1.2 Research Objective

The main objective of this research is to evaluate the impact of AI-driven HR technologies on performance management and employee development within the telecommunication sector of Bangladesh. To achieve this, the study aims to: • Identify and analyze the AI-driven HR technologies currently employed by major telecom companies in Bangladesh, including Grameenphone, Robi Axiata, Airtel, and Banglalink. • Assess the effectiveness of these technologies in enhancing performance management processes and fostering employee development.

• Examine the challenges and opportunities associated with the implementation of AI-driven HR solutions in the Bangladeshi telecom sector.

• Evaluate the perceptions of employees and HR professionals regarding the impact of AI-driven technologies on their work experiences and career development.

2 LITERATURE REVIEW

2.1 HR Technologies Evolution

There is a sea change in the practices of human resource management through technology and this change is reshaping the path of organizational development in the case of Bangladesh telecommunication sector. This evolution is a major departure from the paper-based systems, and is gradually making its way to the (now) sophisticated digital solutions, which entirely changes the way organizations manage their human capital [6]. The telecommunication industry, as the leader in adopting technology in Bangladesh, has been transformed the most and second to none in Bangladesh's fast prospering economy. Because of its unique status as a technology leader, the sector has been a prime example for testing innovative HR solutions far beyond basic administrative functions.

2.1.1 Traditional HR systems to digital transformation

Phases of the journey from conventional HR practices to digital solutions have been seen in the telecommunication sector of Bangladesh. Companies started with digitizing basic employee records and attendance systems, but then gradually progress to more advanced digital solutions. In leading telecommunication companies such as Grameenphone, Robi, and Banglalink, the requirement for effective management of large, distributed workforces has led to rapid adoption of technology [7]. The digital transformation has enabled the simplification of HR processes, reducing the time it takes to find suitable candidates for the right roles, when they join, and how they can develop further and thrive as an individual and within a business.

This digital transformation in the telecommunication sector of Bangladesh has been witnessed by a series of important developments. Integrated HR management systems such as are brought in place which integrate many employee management processes. Grameenphone's implementation of a comprehensive digital HR platform offers an example, which has brought about approximately 60% reduction in processing time for HR related tasks, while Robi's digital transformation initiatives have resulted in 40% improvement in HR operational efficiency. On the surface, these improvements have been most crucial in managing the huge number of workers present in any significant organization, which number into thousands [8].

2.1.2 Emergence of AI in HR practices

Artificial Intelligence taking a front seat within HR practice is the latest revolution in this technology pilgrimage. AI combined with new data science capabilities has ushered in unprecedented abilities for data analysis, decision making, and process automation [9] within Bangladesh telecommunication sector. Thanks to this technology, HR departments are able to move away from reactive problem solving and onto proactive strategic planning. Areas such as talent acquisition, performance evaluation and employee development have enjoyed the benefits of the emergence of AI, particularly in that data driven insights can improve decision making accuracy and efficiency [10].

Several factors have led to the adoption of AI in HR practices of Bangladesh's telecommunication sector like to gain better efficiency, better decision making capability and employee experience. AI powered chatbots are used by companies for employee queries, automated screening systems for recruitment and intelligent analytics for performance management. With this, companies have shared encouraging results on improved employee satisfaction metrics and lower time-to-hire metrics.

2.2 AI powered Performance Analytics

The use of AI powered performance analytics to facilitate the evaluation and management of employee performance in telecommunication companies in Bangladesh is already a hit. The emergence of this technology has brought with it more modern and data oriented approaches to performance measurement and management, allowing organizations to make better informed decisions about their workforce [11]. In an industry where performance metrics are the only things that serve as an indicator of the quality and volume of service and customer satisfaction [12], the impact has been too huge.

2.2.1 Real-time performance monitoring

AI has revolutionized how telecommunication companies monitor and monitor employee productivity in real time. They characterize such systems, that continuously collect and analyze data from various sources (e.g., customer interactions, project management tools and communication platforms) [13]. Real time monitoring has also led to the quick identification of performance issues and quick intervention in cases where quick intervention is required in Bangladesh's telecom sector where good customer service and technical operations are of utmost importance. For our large customer service teams and technical operations spread internationally, this capability has proven particularly valuable.

Real time monitoring systems are implemented to witness huge benefits of telecommunication companies. For example, after implementing AI powered performance monitoring one major telecom provider in Bangladesh claimed 30% improvement in customer service response times [10]. These same systems have also allowed more effective identification of training needs and directed them accordingly to more focused skill development programs. Given their real-time nature, the systems proved particularly valuable for managing remote work situations that have become more prominent in recent global challenges.

2.2.2 Predictive performance modeling

Predictive modeling capabilities have been introduced by AI powered systems which enable the organizations to predict its performance trends and pitfalls [13]. These predictive models are applied in Bangladesh telecommunication sector and analyze the historical performance data, find the patterns and how these forecast the future performance. HR managers can now use this capability to institute preventive measures before performance issues occur, resulting in better workforce management and better organizational results.

But in several areas it is remarkable the application of performance predictive modeling. Companies have seen an improved ability to identify high potential high potential employees, predict performance challenges, and implement timely intervention. For example, one major telecom operator in Bangladesh lowered employee attrition by 25% by employing predictive modeling to identify early engagement problems and intervening to remedy them.

2.3 Intelligent Learning Management Systems

Intelligent learning management systems have been a new advancement to employee development in the telecommunication sector of Bangladesh. However, these systems have enabled a better transformation of traditional training methods into personalized and adaptive learning experiences tailored to meet individual and organisational needs. In an industry with such fast technological advancement, technological skills need to be updated regularly, making the implementation of these systems more important than ever [14].

2.3.1 The personalized learning paths

These days, intelligent learning management systems (LMS) have become employee development guru by creating personalized learning pathways, tailored to individual needs, according to organizational requirements. These systems use employee performance data, skill gap and career aspiration information in Bangladesh's telecommunication sector, where technical skills and capabilities pertaining to customer service are of critical importance, to design decentred targeted learning programs. By personalizing this, you're able to create more effective skill development and alignment with employee growth and organizational objectives.

Results indicate impact of personalized learning paths on employee development outcomes. Study reports that companies have experienced increased completion rates for training programs, improved knowledge retention rates, and happier employees related to learning opportunities [15].

2.3.2 Adaptive learning technologies

Adaptive learning technologies have been implemented to improve the effectiveness of employee training programs in telecommunication. These systems change the learning content and pace accordingly to an individual's progress and their learning patterns in order to maximize the amount of knowledge retained and the amount of skills developed. Adaptive learning technologies have shown particularly high value for Bangladesh's telecom companies which depend on retaining a skilled workforce to be competitive, including in technical training and customer service skill development [4].

Among the learning technologies, the impact has been most prominent in technical skill development. To date, companies have experienced a great deal of success in training effectiveness. Employees are able to reach competency using new technologies 40% faster when trained this way versus through a traditional model [16]. The results clearly show that percent of these systems are also a cost effective method of improving outcomes while lowering the training related cost.

2.4 Predictive HR Analytics

In Bangladesh's telecommunication sector, the use of predictive HR analytics to house strategic workforce planning and management has been growing [7]. Through this technology, organizations can make data informed decision about their human resources and use this to better manage their talent and have better results in the organization. Predictive analytics has revolutionized how companies manage HR—everything from recruitment to retention.

2.4.1 Talent acquisition and retention strategies

Predictive analytics in the area of talent management has been playing an important role in how telecommunication companies in Bangladesh gear up recruitment and retention. These systems study historical information, market patterns, and employee design practices to alter future abilities and possible maintenance issues [17]. The highly competitive telecom sector has a great demand for skilled professionals which has made this predictive capability indispensable for keeping a stable and capable force.

Predictive analytics have been leveraged by companies to massively improve their hiring process. After introducing predictive analytics in their recruitment system of one major telecom operator, there was 35% decrease in time to hire and 25% improvement in retention rate for new hire. Such systems have likewise enabled firms to detect potential future retention risks, and take advantage of proactive measures to keep key talent.

2.4.2 Workforce planning and optimization

Workforce planning in the telecommunication sector of Bangladesh has been revolutionized by the use of predictive analytics. These analyze the patterns of workforce demographics, skill distribution, market demand and report it to predict and forecast the future requirement of staffing [18]. In a dynamic telecom industry, with new technology and market shifts occurring at break neck speed, workforce planning needs to be nimble.

Predictive workforce planning has helped companies to optimize the resource allocation, as well as to save the cost of over or under staffing [19]. Better awareness of how to align workforce capabilities with business needs and improved ability to plan for future skill requirements have been reported by organizations.

2.5 Ways Artificial Intelligence is Affecting Employee Experience

In Bangladesh's telecommunication sector, the integration of AI driven HR technologies has played a key role in employee Experience changing the way employees work with HR and how they perceive workplace environment. The transformation has increased employee experiences for improved job satisfaction and organizational commitment.

2.5.1 AI-driven employee engagement initiatives

Employee engagement of the telecommunication sector has been revolutionized by AI technologies. These systems analyze patterns of employee interactions, feedback, and performance data to learn more about what's going well and where the potential issues are already in the works. AI driven engagement initiatives in Bangladesh's telecom companies allow employees to experience more personalized experiences which increase job satisfaction and organizational commitment [20].

After the implementation of AI driven initiatives, companies have seen significant improvements in employee engagement metrics. For example, one major telecom provider experienced a 30% lift across employee engagement scores by launching an AI powered engagement platform [21]. They also allowed organizations to better identify and redress engagement problems which has positively affected retention and workplace satisfaction.

2.5.2 Communication and feedback systems as support for managerial decision making

Organizations interact with their employees through AI powered communication and feedback systems. These systems allow for greater communication and real interaction between management and employees in Bangladesh's telecommunications sector. The organizations can understand what employees are concerned about and what their preferences are through automated feedback collection and analysis, thereby becoming better at communication and workplace relationships [22].

Enhanced communication systems, that have been implemented, have shown measurable improvements in the workplace communication effectiveness. There is more employee participation in feedback processes and better resolution rates on employee matters for companies. They have helped organizations form better cultures and better align employee and organizational goals.

2.6 Fairness and Transparency in HR Systems Driven by AI

However, fair and transparent use of AI-driven HR systems have become organizational and organizational concern in telecommunication of Bangladesh. With an ever larger percentage of companies making crucial HR decisions based on AI, it is essential that all employees receive fair treatment and proper communication [23]. This provides this aspect with high significance in the cultural context of Bangladesh as there is the need of an agreement between tradition and the recent technology advancement. As pioneer adopters of AI in the telecommunications sector, the sector is burdened with the task of setting the 'fair and just' bench marks for AI driven HR practices.

A major focus of the challenge for telecommunication companies in Bangladesh regarding the pursuit of algorithmic fairness in HR decisions. Across recruitment, performance evaluation, etc., organizations must ensure that all the AI systems discharge unbiased decisions [24]. In Bangladesh's diverse workforce environment this challenge is exceptionally relevant and mostly affected by the educational background, regional origin, and language proficiency.

Some of the leading telecommunication companies in Bangladesh have implemented measures to be fairly specific around their algorithms. One example for such changes is that a large operator will introduce a regular audit to their AI-powered recruitment software, where the selection criteria are not subjected to unconscious bias [25]. A dual-validation system implemented by another company includes putting AI recommendations in play for promotions and performance evaluations under human HR professional review for fairness and contextual appropriateness.

2.7. Digital Literacy and Technology Adoption

For the success of AI driven HR technologies in Bangladesh's telecommunication sector, it mainly depends on employees' digital literacy levels and their attitude towards using new technologies. This factor is especially important in a developing economy where, depending on the skill level for digital platforms among workforce, digital transformation could take many forms. Despite being technologically advanced, the telecommunication sector and sector HR must deal with this particular variation in order to successful implement such AI driven human resource systems.

2.7.1 Digital literacy for assessment and enhancement

Some telecommunication companies in Bangladesh did realize the need for systematic assessment and enhancement in digital literacy level amongst its employees. In order to allow each and every employee to be capable of communicating with AI-driven HR systems, organisations have carried out extensive digital literacy programs [9]. Everything starts from basic digital skills training and goes as far as training in AI interaction and data interpretation.

But there are also several success stories that have come out of these efforts. For example, one of the major telecom providers they are working with reported 85% increase in employee interaction with AI driven HR systems after implementing a structured digital literacy program.

2.7.2 Strategies for technology adoption

AI-driven HR techs adoption is not a simple exercise that does not require a well-planned strategy that takes both human and technical variables into consideration. All this has led companies in the telecommunication sector in Bangladesh to adopt comprehensive approaches for boosting technology adoption and overcoming resistance to that adoption. However, most of these strategies entail phased implementation plan, peer support system, and continuous feedback mechanisms [22].

Different adoption strategies have been used by companies with reported significant success. An example of this is an organization who, through a peer champion program, saw an 75% voluntary adoption rate of their new AI driven

performance management system. A gamification approach was implemented in another company for an AI driven learning management system, which led to a 90% engagement within the first six months of operations [19].

2.8 Cultural Implications of AI to Be Adopted in The HR Sphere.

The implementation of AI driven HR technologies in Bangladesh Telecommunication step firmly through the mine filled cultural norm and expectation landscape. Achieving this integration represents a very delicate balance between technological advancement and sensitivity to culture, as it is a society in which personal relations and hierarchical structures are important in professional context.

2.8.1 Cultural adaptation of AI

Systems provides methods to incorporate AI systems into efficiently functioning decision systems and predict the effects of their adaptations into these systems before deployment.

In order for AI based HR systems to be properly implemented in Bangladesh telecommunication sector, it would be properly implanted after a better understanding of the local cultural context. Many companies have come to understand that they must adapt global AI solutions to a local context, into something that fits with local values and practices. In the adaptation of this, language preferences communication styles and cultural norms must be taken in as they affect decision making processes [26].

Some telecommunication companies have shown successful cultural adaptation of its AI systems. One of the four main users modified their AI powered feedback system to address the traditional Bengali communication styles and succeeded in growing employee engagement rate with the system by 45%. One other company altered their AI driven performance criterion to include cultural related metrics, and saw better acceptance and knowledge caught by the employees.

2.8.2 Managing cultural transition

For many organizations in Bangladesh's telecommunication sector, the change to employ AI driven HR systems is a major one in terms of cultural shift. We must help companies through this transition whilst maintaining the value of traditional work culture. HR practices need to secure the balance between technological efficiency and human touch in this process.

A range of approaches for managing this cultural transition have been implemented by organizations. For instance, a company added hybrid system in which face to face conversations supported with the traditional way of AI recommendations retain the personal touch valued by Bengalis [20]. A cultural integration framework was developed by another organization designed to enable the alignment of AI driven processes with local customs and practices.

2.8.3 Organizational relationship

In Bangladesh, implementation of AI driven HR systems has changed organizational relationship in telecommunication companies. New dynamics in superior subordinates, peer interactions and teams' collaboration have been introduced by these systems. So crucial are these changes that increasingly, understanding and managing them are essential for positive work relationships to be maintained.

Various organizational relationships have been impacted after AI implementation by companies. Objective AI driven performance metrics have led to some organizations that have seen an improvement in transparency in superior sub below relationships. Secondly, others [17] have mentioned the emergence of changes in team dynamics upon the incorporation of new methods of performance evaluation and as AI systems come in to enable a new way of collaborating. So, the key to success has played in a balance between technological efficiency and tradition relationship based management styles.

3 THE TELECOMMUNICATION INDUSTRY OF BANGLADESH

3.1 The Growth of the Telecommunication Industry in Bangladesh

The sector that has plays vital role in this rapid transformation is telecommunication industry of Bangladesh, which indeed have experienced dramatic change after the independence of the Bangladesh in 1971 [27]. From the circumstance of the initial and primary BTTB where services offered were only limited to the fundamental and straightforward fixed line telephone services, the sector has grown and matured into a colorful telecommunication marketplace that is succinctly important for the nation's social and economic growth as well as the overall process of going digital.

3.1.1 Historical development

The evolution of telecommunication sector of Bangladesh has gone through couple of unique phases. During postindependence up to first decade, telecommunications services were in a form of fixed wire line services that were under government's control, with very low market penetration and availability mainly to urban markets only. Bangladesh leads the South Asian nations where cellular services have their root from 1989 apart from introducing these first by the Bangladesh Rural Telephone Authority.

This new era of telecommunication business was started in 1996, when the government of the Peoples Republic of Bangladesh awarded the first private cellular license to Grameenphone during the tenure of Begum Khaleda Zia. Subsequently more operators such as Robi (previously Aktel), Banglalink (previously Sheba) and Citycell joined the already competitive telecom market which is today considered as a major driver of industry growth

Facilitating an improvement in the growth of technologyon Industry in Bangladesh The telecommunications industry in Bangladesh has undergone a remarkable transformation since the country's independence in 1971 [27] From a modest beginning with basic landline services provided by the Bangladesh Telegraph and Telephone Board (BTTB), the sector

has evolved into a dynamic and competitive market that plays a crucial role in the country's economic development and digital transformation [34].

3.1.2 Historical development

The journey of Bangladesh's telecommunication sector can be traced through several distinct phases. In the initial years following independence, telecommunications services were limited to government-operated landline systems, with minimal penetration and restricted access primarily to urban areas. The transformation began in 1989 when Bangladesh became the first South Asian country to introduce cellular services through the Bangladesh Rural Telephone Authority (and Jahan, 2020). A significant milestone was reached in 1996 when the government issued the first private cellular license to Grameenphone, marking the beginning of the modern telecommunications era in Bangladesh. This was followed by the entry of other operators like Robi,Banglalink (formerly Sheba), and Citycell, creating a competitive market environment that would drive rapid industry growth.

3.2 Market Current Model and Competition

The dynamics of competition in the given telecommunications context introduced in Bangladesh over the course of the last two decades look quite intricate. These factors include the strategic merge and acquisition as well as technological changes that have favoured today's complex market structure. The change has been from a state monopoly to a competitive industry with many players continuously competing for customers through offering new exciting services and competitive prices.

3.2.1 Major market players

Currently, the Bangladesh telecommunications market is made up of four key players who have different strengths which they have transposed to their business model. Competition has increase but through the provision of new and different services as well as unique strategic positioning the various operators have distinguished themselves in the market. Grameenphone whereby the firm has been performing exceptionally well in the country on account of having established stronger market leadership due to first-mover strategy and a stronger ground network [28]. Strategically operating with almost 46% market share, the company recognizes priorities through network stability and coverage. Grameenphone has always been the market pioneer in terms of new service offering and superior service quality thanks to the support of Norwegian Telenor Group. This is because the company has been enjoying a very strong brand awareness and a loyal customer base.

Of Myanmar's telecom operators, Telenor announced its merger with Q-Telecom in September 2014 and actually commenced operations Robi Axiata, which merged with Airtel Bangladesh in 2016 and has become a significant market contender [29]. With market share of about 28 %, the operator has emerged to be unique in its continuity to integrate digital solutions and value added services to its products. The structure of market coverage has been improved by merger as now Robi has opted Airtel's strong position in urban areas and Robi has strong position in rural areas. The mobile firm has received adequate capital and technical support from its Malaysian investor Axiata group for the network and service rollout. Banglalink is the third largest operators who incessantly has hold the competition by offering extremely affordable price with focus on value added services. Holding approximately 21% of market share, the structure correctly found its place in the low cost segments, thus, at the same time, paying careful attention to the network quality and digital services [30]. Banglalink that is operating under the umbrella of the VEON Group has a consistent focus on the digital transformation and services [31].

Teletalk is the state operated mobile operator that stands in a unique position in the market environment. Despite occupying only about 5% of the market share, its role is not limited to business factors [30]. Being a government owned telecom, at many times Teletalk acts as a market beginner and provides an essential job of geographical coverage. The operator has always been the pioneer in introducing new technologies, which is evident from its leadership of the 3G service industry in Bangladesh [20].

3.2.2 Market dynamics

This paper has identified several factors in Bangladesh' telecommunications market that define competition and go a long way in defining the strategies of operators in the market. Indications of price sensitive nature of the product are still clear, hence the continuous changes of the offers by operators in order to defend market share. But more dramatically there has been a transition from just the price competition to values-added services and digital solutions [20]. The key trend visible on the contemporary market is the shift toward relying on data services. Whereas, voice services are still contributing most of revenue, and adding data services are gaining more traction as the number of smartphone users and subscription to digital services increases. Operators are dedicating resources in network architecture to support this shift and are also creating new digital services to create value streams.

3.3 Technological Infrastructure and Development

3.3.1 Evolution of network technologies

Bangladesh's telecommunication infrastructure has undergone continuous improvement to meet rising data demands and customer expectations. The journey started with basic 2G networks supporting voice and limited data services. The subsequent introduction of 3G networks improved internet connectivity for urban areas, while 4G/LTE technology is now largely deployed to cater for high-speed data services. Experimental moves towards 5G signal the country's readiness for the next phase of digital transformation [21].
3.3.2 Emergence and expansion of digital services

Beyond the core network improvements, there has been substantial investment in complementary digital infrastructures, such as content delivery networks (CDNs), mobile financial services, and IoT platforms. These enhancements not only support the rise of digital services but also create a competitive edge for operators [22]. From an HR perspective, the integration of sophisticated digital platforms necessitates the adoption of new performance measurement and employee development tools—many of which are AI-enabled—to efficiently manage and upskill a technologically empowered workforce.

3.4 Summary and HR Context Implications

The telecommunication industry in Bangladesh has evolved from humble beginnings to become a fast-growing, competitive, and technologically advanced sector. Historical developments have set the foundation for modern market competition while continuous infrastructure investments have enabled the deployment of cutting-edge digital services. These industry changes create a direct ripple effect on HR practices by demanding more agile, data-driven, and strategic approaches to manage human resources across vast and diverse networks [33. In this rapidly transforming landscape, AI-driven HR technologies offer a timely solution. By integrating predictive analytics, intelligent learning systems, and performance monitoring tools [27], HR departments can better align employee development and performance management with the fast pace of digital innovation. The industry's ongoing transformation underscores that the success of telecommunication companies depends not only on market competitiveness but also on their ability to effectively nurture and manage talent through advanced, technology-enabled HR practices [34].

4 RESEARCH FRAMEWORK AND HYPOTHESES

4.1 Conceptual Framework

The conceptual framework illustrates the relationships between the key variables in this study (Figure 1):



Figure 1 Conceptual Framework

4.2 Research Hypotheses

Based on the theoretical and conceptual frameworks, the following hypotheses are proposed:

H1: The implementation of AI-powered Performance Analytics is positively associated with employee development in telecommunication companies in Bangladesh.

H2: The implementation of AI-powered Performance Analytics is positively associated with improved performance management in telecommunication companies in Bangladesh.

H3: The use of Intelligent Learning Management Systems is positively associated with enhanced employee development in telecommunication companies in Bangladesh.

H4: The use of Intelligent Learning Management Systems is positively associated improved performance management in telecommunication companies in Bangladesh.

H5: The adoption of Predictive HR Analytics is positively associated with enhanced employee development in telecommunication companies in Bangladesh.

H6: The adoption of Predictive HR Analytics is positively associated with improved performance management in telecommunication companies in Bangladesh

5 METHODOLOGY

5.1 Research Design

Research design is a systematic approach for collecting and analyzing data, selecting among competing hypotheses. Present study is a cross sectional design study which provides the data and conclusions in a specific timeframe from July 2024 to September 2024. However, data from the present study consists of the supervisor's perspective of AI driven HR technologies for the performance management and employee development. A questionnaire survey constituted the principal measurement instrument used in the present investigation.

5.2 Sample, Population and Unit of Analysis

Employees working in the telecommunications industry in Bangladesh are the population for this study. One of the most thriving industries of Bangladesh is the sector of telecommunication world where the whole country is virtually connected with each other and big workforce is found in different levels and levels of telecommunication companies. Due to its significant adoption of AI powered HR technologies as well as advanced human resource management systems, this industry was selected as it would provide a good direction for analyzing the relationship between AI enabled HR analytics, employee development and performance management.

Data was collected from the employees working in the telecommunication companies in Bangladesh through purposive sampling technique. A total of 205 respondents from various organizational levels and departments have constituted the sample. The minimum sample size threshold for PLS-SEM analysis is at least ten time the maximum number of paths pointing to the same construct in the structural model, and this sample size exceeds it. Because our most complex endogenous construct requires four paths, the minimum sample size required is 40, much less than our sample of 205, which we will find allows us to conduct robust statistical analysis [35].

This study takes the individual employee level as the unit of analysis due to its exploration of individual employee perceptions and experiences with AI enabled HR systems and the impact on employee development and performance management. The 251 respondents were employees with direct experience on or exposure to their organization's HR analytics systems, performance management processes, and development programs. The choice of unit of analysis concurs with the study objectives, and it includes understanding how HR technologies powered with Artificial intelligence (AI) impacts individual employee outcomes and organizational HR processes.

5.3 Data Collection

We collected data for our research by mailing out a Google Form to gather data online. For our research, we asked respondents to respond. Moreover, our questionnaire contains two parts. Our first segment of our questionnaire consisted of open-ended questions related to demographics. Age, gender, organizational role as well as industry tenure make up demographic data. The second part comprises of 25 questions shown in 5 segments.

5.4 Measures

The participants responded to a structured questionnaire measuring their perceptions across five key constructs: Ways in which AI is transforming the HR field include AI powered Performance Analytics (APA), Intelligent Learning Management Systems (ILM), Predictive HR Analytics (PHA) Employee Development (ED), Performance Management (PM). Multiple items measured each construct via a five point Likert Scale, from strongly disagree (1) to strongly agree (5), to achieve inclusive measurement of theoretical constructs being measured.

5.5 Data Analysis Procedure

The partial least squares structural equation modeling (PLS-SEM) approach was utilized in this study, using SmartPLS 3.0 software. This was selected as the primary analytical tool on the grounds of its applicability to complex models with multiple constructs and relationships, treatment in PLS-SEM theory development, and research applications (predictive nature) (Hair et al. 2019). The analysis followed a systematic two-stage approach: Overviewing assessment of the construct reliability, followed by validity, first on the measurement model and then the structural model.

The constructs were then investigated to evaluate the measurement model starting with the reliability and validity. Factor loadings were used to assess individual item reliability with values of 0.7 and higher deemed acceptable, but values between 0.5 and 0.7 were retained as long as the values did not lower composite reliability. Cronbach's Alpha and composite reliability (CR) were used to assess internal consistency reliability and threshold values of 0.7 or more were taken as satisfactory compliance.

In determining convergent validity, Average Variance Extracted (AVE) was considered where the values above 0.5 convey that the constructs interpret more than 50% variance in their indicators. Discriminant validity was examined using two criteria: Fornell-Larcker criterion that compares the square root of AVE values with latent variable correlations and Heterotrait-Monotrait ratio (HTMT) which requires values less than 0.90 are satisfactory discriminant validity.

Using the bootstrapping procedure in SmartPLS, with 5000 resamples, t-values and confidence intervals were obtained to test the hypotheses. Path coefficients were evaluated for significance at different levels (p < 0.01, and p < 0.05) to support the hypothesized relationships. The results were checked to be robust against the bias-corrected confidence intervals.

6 FINDINGS AND ANALYSIS

6.1 Measurement Model Assessment

In PLS-SEM analysis, the measurement model evaluation is the first step. Composite reliability, indicator reliability, reflectively measured components, convergent validity, and discriminant validity were subsequently integrated into our study approach [35]. Evaluating the dependability of indicators is considered the first step in developing measurement models. Relevant constructs shed light on indicator dependability, which in turn evaluates indication variance [36]. Additionally, these numbers should not exceed 0.70 and are shown by outer loadings [37]. In social science research, researchers frequently come into outer loadings that are lower than 0.70, even though a factor loading of 0.7 is ideal [38]. We will evaluate how removing indicators affects composite reliability, content validity, and convergent validity instead than just dismissing them (Figure 2).



Figure 2 Measurement model (Outer loading, Correlations and Cronbach's Alpha)

The measurement model analysis reveals robust reliability across all constructs as evidenced by their Cronbach's alpha values. The AI-powered Performance Analytics (APA) construct demonstrates strong reliability with a Cronbach's alpha of 0.852. Similarly, Intelligent Learning Management (ILM) shows solid internal consistency with a value of 0.820, while Predictive HR Analytics (PHA) exhibits reliable measurement properties with 0.836. Performance Management (PM) displays the highest reliability score at 0.941, and Employee Development (ED) maintains good reliability with 0.816. All these values substantially exceed the recommended threshold of 0.7, confirming strong internal consistency reliability across the measurement model.

The factor loading analysis provides detailed insights into individual indicator reliability. Within the APA construct, indicators show predominantly strong loadings, with APA2 (0.869), APA3 (0.817), and APA4 (0.810) demonstrating robust reliability. APA1 maintains acceptable reliability at 0.733, while APA5 shows a moderate loading of 0.622. The ILM construct presents a similar pattern, with ILM1 showing the strongest loading at 0.805, followed by satisfactory loadings for ILM2 (0.721), ILM3 (0.751), and ILM4 (0.724), with ILM5 showing an adequate loading of 0.667.

The PHA construct exhibits particularly strong measurement properties through PHA1 (0.888) and PHA4 (0.870), complemented by acceptable loadings from PHA2 (0.695) and PHA3 (0.700), though PHA5 shows a moderate loading of 0.667. The PM construct emerges as one of the strongest in terms of indicator reliability, with exceptionally high loadings for PM3 (0.951) and PM5 (0.953), strong showings from PM1 (0.826) and PM4 (0.878), and an acceptable loading from PM2 (0.645). The ED construct demonstrates varied but acceptable reliability levels, with ED2 showing the strongest loading at 0.885, followed by good loadings from ED1 (0.758) and ED5 (0.747), while ED3 and ED4 maintain adequate loadings at 0.598.

The path coefficients in the model reveal significant relationships between constructs. The strongest relationship exists between PHA and ED with a coefficient of 0.902, indicating a robust predictive relationship. Substantial relationships

are also observed between ILM and ED (0.835), and PHA and ILM (0.836). The model also shows meaningful connections between APA and PM (0.713), and ILM and PM (0.705), suggesting significant theoretical and practical relationships between these constructs.

Overall, the measurement model demonstrates strong structural validity. While most indicators exceed the preferred loading threshold of 0.7, those few indicators falling between 0.5 and 0.7 remain within acceptable limits for academic research. The combination of strong reliability scores, substantial factor loadings, and meaningful path coefficients suggests a robust measurement model that effectively captures the theoretical constructs under investigation (Table 1).

Table 1 Factors Loadings, Reliability, and Convergent Validity						
Construct	Item	Loading	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
	APA1	0.733				
AI-powered	APA2	0.869				
Performance	APA3	0.817	0.835	0.852	0.881	0.601
Analytics	APA4	0.81				
	APA5	0.622				
	ED1	0.758				
	ED2	0.885				
ED	ED3	0.598	0.784	0.816	0.845	0.526
	ED4	0.598				
	ED5	0.747				
Intalligant	ILM1	0.805				
Learning	ILM2	0.721				
Monogoment	ILM3	0.751	0.804	0.82	0.854	0.54
Systems	ILM4	0.724				
Systems	ILM5	0.667				
	PHA1	0.888				
Duadiativa UD	PHA2	0.695				
Analytica	PHA3	0.7	0.823	0.836	0.878	0.593
Analytics	PHA4	0.87				
	PHA5	0.667				
	PM1	0.826				
Doufournouso	PM2	0.645				
Management	PM3	0.951	0.907	0.941	0.932	0.737
Management	PM4	0.878				
	PM5	0.953				

The measurement model demonstrates strong psychometric properties across all constructs through multiple reliability and validity indicators. The AI-powered Performance Analytics (APA) construct exhibits robust reliability with a Cronbach's alpha of 0.835 and composite reliability (rho c) of 0.881, accompanied by a satisfactory Average Variance Extracted (AVE) of 0.601. The construct's indicators show strong loadings, particularly APA2 (0.869), APA3 (0.817), and APA4 (0.810), while APA1 maintains acceptable reliability at 0.733, and APA5 shows adequate loading at 0.622.

Employee Development (ED) demonstrates good reliability with a Cronbach's alpha of 0.784 and composite reliability of 0.845. The construct's AVE of 0.526 meets the threshold for convergent validity. ED2 emerges as the strongest indicator with a loading of 0.885, followed by solid loadings from ED1 (0.758) and ED5 (0.747), while ED3 and ED4 maintain adequate loadings at 0.598, suggesting acceptable indicator reliability.

The Intelligent Learning Management Systems (ILM) construct shows strong internal consistency with a Cronbach's alpha of 0.804 and composite reliability of 0.854. The construct achieves an AVE of 0.540, indicating satisfactory convergent validity. ILM1 demonstrates the strongest loading at 0.805, with ILM2 (0.721), ILM3 (0.751), and ILM4 (0.724) showing robust reliability, while ILM5 maintains an acceptable loading of 0.667.

Predictive HR Analytics (PHA) exhibits strong reliability measures with a Cronbach's alpha of 0.823 and composite reliability of 0.878. The construct's AVE of 0.593 indicates good convergent validity. PHA1 shows exceptional indicator reliability with a loading of 0.888, followed by PHA4 at 0.870. PHA2 (0.695), PHA3 (0.700), and PHA5 (0.667) maintain acceptable loadings above the minimum threshold.

Performance Management (PM) emerges as the strongest construct in terms of reliability, with an excellent Cronbach's alpha of 0.907 and composite reliability of 0.932. The construct also demonstrates the highest AVE at 0.737, indicating superior convergent validity. PM3 (0.951) and PM5 (0.953) show exceptionally strong loadings, supported by robust loadings from PM1 (0.826) and PM4 (0.878), while PM2 maintains an acceptable loading of 0.645.

The measurement model's overall assessment reveals strong reliability across all constructs, with Cronbach's alpha values ranging from 0.784 to 0.907, and composite reliability values from 0.845 to 0.932. The AVE values for all constructs exceed the recommended threshold of 0.5, ranging from 0.526 to 0.737, confirming satisfactory convergent validity. The combination of strong reliability coefficients, adequate AVE values, and predominantly high factor

	Tabl	e 2 Fornell-	Larcker Crit	erion	
	APA	ED	ILM	PHA	PM
APA	0.775				
ED	0.705	0.726			
ILM	0.808	0.835	0.735		
PHA	0.794	0.902	0.902	0.77	
PM	0.713	0.715	0.751	0.836	0.858

loadings suggests a robust measurement model that effectively captures the theoretical constructs under investigation (Table 2).

The discriminant validity of the measurement model was assessed using two key criteria: the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio. The Fornell-Larcker criterion examination reveals that the square root of AVE for each construct (displayed on the diagonal) is higher than its correlation with other constructs in most cases. AI-powered Performance Analytics (APA) demonstrates a square root of AVE of 0.775, which is adequately higher than its correlations with most other constructs, ranging from 0.705 to 0.808. Employee Development (ED) shows a square root of AVE of 0.726, while Intelligent Learning Management Systems (ILM) displays a value of 0.735. Predictive HR Analytics (PHA) and Performance Management (PM) exhibit strong values of 0.770 and 0.858 respectively.

The correlation analysis through the Fornell-Larcker criterion indicates several strong relationships between constructs. Notably, there is a substantial correlation between PHA and ED (0.902), as well as between PHA and ILM (0.902), suggesting strong theoretical relationships between these constructs. The correlation between ILM and ED (0.835) and PHA and PM (0.836) also indicates robust relationships, while maintaining discriminant validity. The moderate to strong correlations between APA and other constructs (ranging from 0.705 to 0.808) suggest meaningful relationships while preserving construct distinctiveness (Table 3).

Table 3 HTMT					
	APA	ED	ILM	PHA	PM
APA					
ED	0.737				
ILM	0.972	0.895			
PHA	0.91	1.038	1.027		
PM	0.782	0.796	0.751	0.958	

The HTMT ratio analysis provides a more stringent assessment of discriminant validity. The results show that most relationships meet the conservative threshold of 0.90, though some exceed it. The relationship between ILM and APA shows an HTMT ratio of 0.972, while PHA demonstrates ratios of 1.038 with ED and 1.027 with ILM. These values slightly exceed the conservative threshold, suggesting some potential overlap in construct measurements. However, the relationship between PM and other constructs shows acceptable HTMT ratios ranging from 0.751 to 0.958, indicating adequate discriminant validity for these relationships.

The combination of both Fornell-Larcker and HTMT analyses suggests that while most constructs demonstrate adequate discriminant validity, there are some areas where constructs show high correlation and potential overlap, particularly in the relationships involving PHA, ILM, and ED. This finding is not uncommon in closely related theoretical constructs within the same domain and does not necessarily indicate problematic measurement properties, especially given the strong reliability and convergent validity demonstrated in the previous analyses. The overall assessment suggests that while the constructs are closely related, they maintain sufficient distinctiveness to be considered separate theoretical entities in the structural model.

6.2 Structural Model

The bootstrap model analysis reveals significant insights into the structural relationships between the constructs under investigation. The model demonstrates substantial explanatory power, with R-square values of 0.817 for Employee Development (ED) and 0.707 for Performance Management (PM), indicating that the model explains 81.7% and 70.7% of the variance in these dependent variables respectively.

The path analysis reveals varying levels of significance across different relationships. The relationship between AIpowered Performance Analytics (APA) and Performance Management shows statistical significance with a p-value of 0.009, indicating a meaningful direct effect. This supports the theoretical expectation that AI-powered analytics capabilities contribute positively to performance management outcomes. However, the path between APA and Employee Development shows a p-value of 0.312, suggesting this relationship is not statistically significant at the conventional threshold [40].

Intelligent Learning Management Systems (ILM) demonstrates a significant relationship with Employee Development (p-value = 0.029), supporting the theoretical framework linking learning management capabilities to employee development outcomes. Conversely, the path between ILM and Performance Management yields a p-value of 0.213, indicating a non-significant relationship that does not support the hypothesized connection between these constructs.

Predictive HR Analytics (PHA) emerges as a particularly strong predictor in the model, showing highly significant relationships (p-value = 0.000) with both Employee Development and Performance Management. This suggests that predictive analytics capabilities play a crucial role in both development and performance outcomes within the organizational context (Figure 3, Table 4-5).



Figure 3 Bootstrap Model

Table 4 R-square and R-square Adjusted						
			R-sq	uare	R-square adjus	sted
	Employee D	evelopment	0.8	317	0.814	
	Performance I	Management	0.7	/07	0.703	
	Table 5 Hypothesis Analysis					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Hypothesis
APA -> ED	-0.065	-0.065	0.065	1.011	0.312	Not supported
APA -> PM	0.159	0.16	0.061	2.619	0.009	Supported
ILM -> ED	0.15	0.16	0.068	2.19	0.029	Supported
ILM -> PM	-0.1	-0.095	0.081	1.244	0.213	Not supported
PHA -> ED	0.818	0.809	0.063	12.961	0	Supported
PHA -> PM	0.8	0.797	0.088	9.046	0	Supported

The hypothesis analysis reveals varying levels of support for the proposed relationships in the structural model. The relationship between AI-powered Performance Analytics (APA) and Employee Development (ED) shows a negative path coefficient (β = -0.065, t = 1.011, p = 0.312), failing to achieve statistical significance and thus not supporting the hypothesized relationship. However, APA demonstrates a significant positive relationship with Performance Management (PM) (β = 0.159, t = 2.619, p = 0.009), providing support for this hypothesis with a satisfactory effect size. Intelligent Learning Management Systems (ILM) exhibits a significant positive relationship with Employee Development (β = 0.150, t = 2.190, p = 0.029), supporting the hypothesized connection between these constructs. Conversely, the relationship between ILM and Performance Management shows a negative coefficient (β = -0.100, t = 1.244, p = 0.213), failing to achieve statistical significance and thus not supporting this hypothesis.

Predictive HR Analytics (PHA) emerges as the strongest predictor in the model, demonstrating highly significant relationships with both dependent variables. The relationship between PHA and Employee Development shows a substantial positive effect ($\beta = 0.818$, t = 12.961, p < 0.001), while the relationship with Performance Management also demonstrates strong positive influence ($\beta = 0.800$, t = 9.046, p < 0.001). Both relationships provide robust support for their respective hypotheses with notable effect sizes.

H1: sig. value .312 > .05; H1 rejected; The implementation of AI-powered Performance Analytics is positively associated with employee development in telecommunication companies in Bangladesh.

H2: sig. value .009 < .05; H2 accepted; The implementation of AI-powered Performance Analytics is positively associated with improved performance management in telecommunication companies in Bangladesh.

H3: sig. value .029 < .05; H3 accepted; The use of Intelligent Learning Management Systems is positively associated with enhanced employee development in telecommunication companies in Bangladesh.

H4: sig. value .213 > .05; H4 rejected; The use of Intelligent Learning Management Systems is positively associated improved performance management in telecommunication companies in Bangladesh.

H5: sig. value .000 < .05; H5 accepted; The adoption of Predictive HR Analytics is positively associated with enhanced employee development in telecommunication companies in Bangladesh.

H6: sig. value .000 < .05; H6 accepted; The adoption of Predictive HR Analytics is positively associated with improved performance management in telecommunication companies in Bangladesh.

Table 6 Relationship Bias-Ness				
Construct	Bias	2.50%	97.50%	
APA -> ED	0	-0.196	0.054	
APA -> PM	0.001	0.028	0.266	
ILM -> ED	0.01	0.02	0.286	
ILM -> PM	0.005	-0.242	0.07	
PHA -> ED	-0.009	0.698	0.943	
PHA -> PM	-0.004	0.618	0.967	

The relationship bias-ness analysis provides additional insight into the stability and reliability of these findings through confidence intervals (Table 6). The APA to ED relationship shows a confidence interval ranging from -0.196 to 0.054, with zero bias, confirming the non-significance of this relationship. The APA to PM relationship demonstrates a positive confidence interval (0.028 to 0.266) with minimal bias (0.001), supporting the robustness of this significant relationship.

ILM's relationship with ED shows a positive confidence interval (0.020 to 0.286) with a small positive bias (0.010), reinforcing the significance of this relationship. The ILM to PM relationship's confidence interval (-0.242 to 0.070) with minimal bias (0.005) confirms its non-significance. PHA's relationships show strong confidence intervals for both ED (0.698 to 0.943) and PM (0.618 to 0.967), with minimal negative biases (-0.009 and -0.004 respectively), supporting the robustness of these strong relationships.

Overall, the analysis provides strong support for four of the six hypothesized relationships, with PHA demonstrating particularly robust effects on both outcome variables. The confidence intervals and bias analysis further validate these findings, suggesting a reliable and stable model structure despite the non-significance of two hypothesized relationships [41].

7 DISCUSSION

7.1 Impact of AI-powered Performance Analytics (APA)

Interestingly, the impact of AI powered Performance Analytics was found to create an interesting dichotomy. Results showed that higher levels of APA had a significant positive relationship with performance management (β = 0.159, p=0.009), somewhat surprisingly, it was demonstrated that the relationship between APA and employee development (β = -0.065, p=0.312) was not significant. This finding demonstrates that the use of APA tools was more adequate for the purposes of monitoring and performance assessment rather than for developmental purposes [43].

Previous literature regarding AI driven analytics has also supported positive impact on performance management, as it helps improve decision making accuracy and objectivity in performance evaluation. But, there was no evidence of a significant effect on employee development, which begs the point of how these analytics tools are being used. Could this disconnect indicate that organizations are using APA only to evaluate versus truly creating potential for developmental opportunities [39].

7.2. Role of Intelligent Learning Management Systems (ILM)

The findings regarding Intelligent Learning Management Systems shows an interesting pattern. Employee development was found to be related significantly positively to ILM ($\beta = 0.150$, p = 0.029), whereas there was no significant impact to performance management ($\beta = -0.100$, p = 0.213). It would appear that ILM systems are being used to support learning and development in a way that enables people to develop but that they may not be being used to support performance management related needs.

The investment in intelligent learning platforms gives a positive impact on employee development, which means that AI enabled learning system is able to develop skill, and facilitates in knowledge acquisition. On the other hand, the non-significant relationship with performance management suggests a possible opportunity for learning outcomes to be directly tied to performance metrics; perhaps learning and performance management systems are missing a connection [42].

7.3 Predictive HR Analytics (PHA) Significance

Most influential technology was predictive HR analytics, which was found to be strongly positively related to both employee development ($\beta = 0.818$, p< 0.001) and performance management ($\beta = 0.800$, p< 0.001). The extremely robust findings indicated that PHA is a cornerstone technology that effectively bridges the development and performance outcome divide.

The strong impact of PHA across both domains indicates several key insights:

• Effective utilization of predictive analytical capabilities is being used for both developmental planning as well as performance optimization

• Predictive insight is being successfully leveraged by organizations to create meaningful relationships between perceived development activities and performance outcomes

• Other AI-enabled technologies may be less mature or have a worse fit with HR processes than PHA tools

8 THEORETICAL IMPLICATIONS

This study contributes to the theoretical understanding of AI-enabled HR technologies in several ways. The study finds that HR technologies are effective mainly because of the integration they provide in process and other systems along with their own capabilities. This supports and extends current theories in the domain of technology adoption and integration in organizational contexts. The varied impacts of different technologies on development versus performance outcomes indicate the need for a more nuanced theoretical framework to make sense of the alignment of different HR technologies with different organizational objectives. The results are consistent across both outcome domains, supporting a theoretical model in which predictive capabilities lay the foundation for other HR technology implementations.

9 PRACTICAL IMPLICATIONS

The findings yield several important practical implications for organizations. The impact of predictive HR analytics capabilities is particularly strong on the outcomes of both development and performance, so organizations should invest in these capabilities. Different technologies are not equally effective, and need better integration between learning management systems and performance management processes. AI-powered performance analytics should be reviewed by organizations on how they can be applied in your organization, potentially beyond performance evaluation, to support development initiatives. Better alignment of certain HR technology systems is needed in order to improve the coherence of employee development and performance management processes.

10 LIMITATIONS AND FUTURE RESEARCH

Several limitations of this study present opportunities for future research. Such as It is limited to generalizability to telecommunication companies in Bangladesh. Further research should study these relationships in other cultural and industrial contexts. Since not all technologies perform equally, they might be also at different maturity level. Such relationships may be studied longitudinally and reveal how they change over time as the technologies and its effect on organizational outcomes. Future research could examine mediating variables that help to explain the difference effects of these technologies on development and performance outcomes.

11 CONCLUSION

This study analysis the effects of Artificial intelligence in the human resource technologies on performance management and also explored different technological intervention on employee development in telecom sector of Bangladesh to explore the knowledge about the effectiveness of those interventions. The study focused on three key components: AI-based Performance Analytics, Intelligent Learning Management Systems and Predictive Human Resource Analytics each showing differential form of influence on organizational performance.

The findings of the empirical work imply that Performance Analytics has a moderate bar on application on performance management and a negligible effect on employee development. This result indicates that although APA strengthens PME tools, the use of APA for development issues may need some fine-tuning. On the other hand, Intelligent Learning Management Systems only registered mixed feedback by the employees, with positive results on learning management, yet with little effects on performance management. This result highlights the need to apply different technologies depending on what they perform best.

Structured HR Analytics was examined as the most reliable technological integration, which was positively correlated to performance management & employee development. The large value of path coefficients, as well as the significance of the values proves the fact that the PHA itself is a key general technology for enhancing the HR system comprehensively, and as such, should be prioritized within the framework of the technological approaches to the issue. By doing so, these findings strengthen the extant literature on HRIS and suggest theoretical and practical roads to advance the comprehensiveness of AI-facilitated HR technologies. From a theoretical footing, the study supports the diverse effect generated by numerous AI technologies in HR environments, At the applied level, the study provides direction to Bangladeshi telecom firms as to the better ways of deploying technologies. The research especially emphasizes the need to fit technology to organizational goals and objectives as opposed to the generic approach to IT

implementation. Despite outlining the research benefits, this study also points to research gaps that need future attention, such as the overall existence of the positive AI-driven HR implementations beyond this study duration as well as the influence of organizational culture on technology. However, the relationships detected in this study also signal possibilities of investigating these relationships in different industry contexts, including the telecommunications sector in Bangladesh where this research was grounded.

The paper finally substantiates the fact that the coverage of artificial intelligence in the field of human resource management implies the relevance of a proper match between technological opportunities and organizational goals. These findings are particularly useful for the emerging organizations to provide general knowledge and directions to adopt innovative technologies in strategic human resource management practices as the Bangladeshi telecommunication companies progress in the era of digitalization. It is for this reason that implementation strategies need to be strategic reflecting the differential effects of the diverse technologies While at the same time it appears that predictive analytics could constitute a fundamental platform for the development of the HR technologies infrastructure.

From these conclusions, actual steps prospective for the BCMTs in Bangladesh are outlined, in terms of the incorporation of AI technologies into the firm's HR processes. The presented research points toward the conclusion that adoption of different technologies has its individual characteristics and advantages, and more careful approach to integration, which focuses on coming to better performance management and training results improvement, is necessary to achieve top results most of the time on the basis of technologies with the best predictive analytics potentialities.

COMPETING INTERESTS

The authors have no relevant financial or non-financial interests to disclose.

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THE DEVELOPMENT STATUS OF SHAOXING ANCIENT ROAD AND THE PATH OF DIGITAL PROTECTION AND ACTIVATION

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Abstract: Since 2024, the ancient paths of Shaoxing have gradually become a focus of attention amid the complex environment of cultural inheritance and tourism development. Despite their rich historical and cultural value and significant tourism potential, they currently face challenges such as insufficient infrastructure, lagging digitalization, and low visitor engagement. These factors have become constraints on the sustainable development of the ancient paths in Shaoxing. However, with the growing awareness of historical and cultural heritage protection and the rise of smart tourism concepts, the digital transformation and revitalization of the ancient paths in Shaoxing present new opportunities. This article aims to deeply analyze the current situation of the ancient paths and in combination with changes in the domestic market and visitor demands, it explores how to effectively inherit and revitalize the culture of the ancient paths by applying modern digital technologies. The article uses the SWOT analysis method to comprehensively assess the advantages, disadvantages, opportunities, and threats of the ancient paths in Shaoxing during the digital transformation process, and proposes practical and feasible protection and revitalization strategies to promote the sustainable protection and tourism development, and further enhance its competitiveness in the domestic and international cultural heritage.

Keywords: Shaoxing ancient road; Digital protection; Activation path; Smart tourism; Cultural heritage; SWOT analysis

1 INTRODUCTION

With the advent of digital age, Shaoxing Ancient Road, as an important historical and cultural heritage in China, is facing new opportunities and challenges in its protection and activation. Li Ying pointed out that three-dimensional digital protection of cultural heritage has become a trend, which can carry out in-depth analysis and comprehensive sorting of the content of cultural heritage, heirs and related archival materials, and formulate a more integrated and scientific digital protection system, which will bring a lot of benefits to the protection and inheritance of intangible cultural heritage[1].

This paper aims to deeply analyze the development status of the Ancient Road in Shaoxing, including its historical value, tourism potential and environmental impact, and identify the difficulties and challenges in the current protection, in order to provide practical guidance for the sustainable development of the ancient road. At the same time, this paper will discuss the application path of digital technology in the protection and activation of ancient roads, such as the use of digital maps, virtual reality (VR) and augmented reality (AR) and other technical means, to reconstruct the historical scenes and tourism experience of ancient roads, and enhance the sense of participation and cultural identity of tourists. In addition, the research will focus on how to realize the dissemination and sharing of ancient road culture through digital platforms, so as to promote its recognition and influence at the broader social level, so as to open up new development ways for the ecological protection and cultural tourism development of Shaoxing Ancient Road.

2 RESEARCH REVIEW

2.1 Research Purpose

2.1.1 Heritage and protection of ancient road culture

As a linear heritage with a history of more than 100 years or special significance, ancient roads play an important role in the connection of culture, politics and economy, and become the common material and spiritual cultural heritage of mankind[2]. With the acceleration of modernization, many ancient roads are gradually abandoned or destroyed, and the cultural memory and historical value of ancient roads are facing the risk of disappearing. Although some ancient roads are listed as cultural relics protection units, the protection is limited and there is no systematic inheritance mechanism, so the research and protection of ancient roads need multi-disciplinary cooperation, including archaeology, architecture, sociology and so on. At the same time, with the support of international projects and institutions, using new technologies such as virtual reality and three-dimensional reality modeling, conservation experiences and techniques

can be shared, helping to excavate and pass on ancient road culture, so that more people can understand and cherish these valuable cultural heritage[3].

2.1.2 Environmental protection and sustainable development of ancient roads

The protection of ancient roads is not only the protection of culture, but also the protection of the natural environment. In the face of urbanization, climate change and ecological destruction, the development of digital technology provides new means for environmental protection and sustainable development of ancient roads. Through scientific and technological means, resource monitoring and management can be better realized. For example, the intelligent monitoring system uses the Internet of Things (IoT) technology to develop an environmental monitoring system to monitor the environmental quality along the ancient road in real time, and to find and deal with potential environmental problems in a timely manner; Establish a digital management platform for the ancient road, provide access and interactive functions, so that tourists and researchers can obtain comprehensive information about the ancient road; The use of VR technology to reproduce the historical and cultural scenes of the ancient road, so that tourists can be immersive even if they are not on-site, reducing the pressure on the actual environment.

2.1.3 Promote healthy lifestyle promotion

The ancient trail usually passes through beautiful natural areas, and hiking there can reduce the stress of city life and improve mental health. According to the Proceedings of the National Academy of Sciences, exposure to nature can help reduce symptoms of anxiety, depression and improve overall psychological well-being. Through outdoor walking, the project encourages the public to participate in a healthy lifestyle and improve the health level and quality of life of the public.

2.2 Research Status and Development Trends of Ancient Roads in and outside China

2.2.1 Foreign situation

The protection and utilization of route cultural heritage including ancient post road started earlier in foreign countries. The World Heritage Committee, dedicated to the Convention on the Protection of the World Cultural and Natural Heritage, was established in 1976, and 45 cultural routes have been recognized by the Council of Europe since the implementation of the "European Cultural Routes" programme in 1987. The above-mentioned Conventions and programmes have achieved remarkable results in the discovery of common heritage and the promotion of cultural interaction, religious dialogue, landscape conservation and cultural cooperation. It aims to play the role of the carrier or medium of the value of the ancient way, stimulate the historical value, artistic value, scientific value and economic value of the cultural heritage through the activation and utilization, thereby enhancing the cultural soft power and promoting the sustainable development of regional economy and society.

In recent years, the Italian Ministry of Culture has organized and implemented a full-line aerial survey of the Apia Ancient Road, used digital technology to generate photogrammetric maps, and laser detection and measurement technology to generate digital terrain models, and developed geographic information systems on this basis to unify and integrate cultural heritage resources, protection and management information, activation and opening projects and related data. The "geo-cultural" platform that forms the modern walking road[4]. This can not only enhance the value of the Apia Road itself, but also promote the coordinated development of the surrounding social and cultural space and create broader social benefits.

The digital preservation and revitalization of the cultural routes of the Loire Valley in France is a comprehensive project aimed at preserving and promoting the region's rich cultural heritage through modern technological means. In terms of digital preservation, Google partnered with the French Ministry of Culture to scan the castles of the Loire Valley through the Street View mapping project, making it easy for people to visit these sites via the Internet without having to go in person. This digital approach not only protects monuments from natural and man-made destruction, but also provides easy access for users around the world. The route provides interactive guided Tours through digital technologies such as virtual reality and augmented reality, enabling visitors to learn about the historical and cultural background of the ancient trail through their smartphones or tablets. In terms of activation, the Loire Valley Cultural Route offers a new tourist experience by combining historical sites, natural landscapes and cultural heritage. France is implementing a national cycle path plan, the implementation of the "Loire on a bike" project, tourists can cycle through it, visit the cultural villages along the line, these activities have led to the development of the village. This development model not only protects the cultural heritage, but also promotes the development of the local economy and provides new employment opportunities for local residents[5].

2.2.2 Chinese situation

In the process of ancient road protection, there is still unclear space in theory, and in practice there are some chaos of protection, such as impersonating local residents and defrauding passengers, and not in accordance with the regulations caused by environmental pollution and hidden danger of safety, but you can still see that our country's ancient road protection work has been continuously prosperous and development. On November 19, 2021, the "Measures for the Protection of Ancient Roads in Zhejiang Province", which is the country's first local legislation dedicated to the protection of ancient roads, will focus on three aspects of the relevant work: first, the establishment of digital protection mechanisms; Second, strengthen publicity and promotion; Third, the scientific use of ancient road resources[6].

In 2013, Wenzhou City took the lead in carrying out the ancient road survey in the province and formulated the "Wenzhou Ancient Road Survey Work Plan". In 2017, it took the lead in developing the "Wenzhou Ancient Road APP" to bring intelligent ancient road tour experience to citizens. Since the implementation of the Measures for the Protection of Ancient Roads in Zhejiang Province, Wenzhou has fully started the work of protecting ancient trees and ancient roads in digital scenarios. In order to realize the digital protection of the ancient road and ancient trees, the ancient and famous trees along the Tiangguangshan Ancient Road in Taishun have been installed with two-dimensional code signs. Tourists can obtain relevant information through new media after scanning the two-dimensional code, so as to experience more abundant activities of wayboarding and tree name recognition. The "digitalization" of ancient road protection will combine a number of technologies such as Internet of Things perception, artificial intelligence analysis and three-dimensional modeling to promote the innovative protection and development of ancient and famous trees and ancient roads, and the digital application will also make the "activation" of ancient roads more closely integrated into the Internet era[7].

Through the application of advanced digital tools, such as geographic information system (GIS), virtual reality (VR) and augmented reality (AR), the history and culture of the Tea Horse Ancient Road can be more vividly reproduced, and visitors can deeply understand the historical background, cultural exchanges and trade exchanges of the ancient road through the digital platform. In addition, the 3D image mapping technology is used to collect image information for the cultural relics of the cultural route. At the same time, the height and width data of immovable cultural relics can be visualized, digital database of the ancient Tea Horse Road and 3D spatial model construction can be established to restore the original style of cultural relics and repair damaged buildings, grottoes and sites. In addition, we can also make a representative walking animation of the ancient road to explain the ancient road in a simple animation form. Or design a traditional rock climber image and use 3D printing technology to derive cultural IP image[7].

2.3 Methods of Research

Literature research method: By accessing multiple academic databases (such as CNKI and Google Scholar), collecting historical data, academic papers and related industry reports, and analyzing the role of Shaoxing Ancient Road in cultural protection and tourism development.

Case study method: The successful digital protection projects of cultural heritage at home and abroad (such as the landscape of the Loire Valley in France) are selected as references, and the protection and activation mode suitable for Shaoxing Ancient Road is summarized based on their experience.

SWOT analysis: SWOT analysis is carried out on the current development status of Shaoxing Ancient Road, and its advantages (such as rich cultural history), disadvantages (such as shortage of funds), opportunities (such as policy support) and threats (such as the impact of modern transportation on ancient road tourism) in the process of digital transformation are deeply studied, so as to provide basis for effective protection and activation strategies.

3 SWOT ANALYSIS

3.1 Strength

Shaoxing Ancient Road has a long history and profound cultural heritage, which provides sufficient cultural content support for its digital transformation, attracting more tourists and culture lovers;Good natural environment: The natural beauty around the ancient trail is abundant, and digital means can help showcase these natural resources and enhance the visitor experience; Meanwhile, local governments' emphasis on cultural heritage protection and relevant policy support can promote the process of digital transformation and increase capital and technology investment. With the advancement of science and technology, digital transformation can be combined with the traditional culture of Shaoxing region to develop characteristic tourism products and form a unique cultural tourism experience.

3.5 Weakness

From the point of view of Shaoxing Ancient Road itself, with the increase in the number of tourists, the environment of Shaoxing Ancient Road is also facing increasing pressure. It is necessary to strengthen environmental protection and management to prevent the destruction of ancient roads. At present, the competition between the domestic cultural tourism market and the outdoor walking market is fierce, and the Shaoxing Ancient Road needs to improve its competitiveness and attraction constantly : In terms of economic environment, the revitalization and protection of Shaoxing Ancient Road may be affected by the economic cycle. When the economic environment is good, people have more disposable income to travel and experience cultural monuments. When the economic environment is poor, people's disposable income will decrease, which may reduce the investment in tourism and cultural monuments, which may pose a threat to the activation and protection of Shaoxing Ancient Road; With the acceleration of urbanization, some traditional ancient buildings may also be affected by urban renewal. How to maintain the original appearance and characteristics of ancient roads in the process of urbanization is also an important challenge.

3.6 Opportunity

Digital transformation has brought many development opportunities to Shaoxing Ancient Road. As tourists' emphasis on cultural and historical experiences continues to grow, Ancient Roads can use digital technology to attract young tourists and satisfy their quest for novel experiences. At the same time, cross-border cooperation with technology companies and tourism platforms will help to jointly develop intelligent navigation systems and online education platforms to achieve resource sharing and complementary advantages. In addition, through the application of digital technology, the ancient road can also strengthen the monitoring and management of the ecological environment along the route, promote the harmonious development of culture and nature, and enhance the overall ecological value.

3.7 Threat

The digital transformation of the ancient paths in Shaoxing also faces some external threats. Market competition is intensifying day by day. As more and more cultural attractions invest in digital transformation, the ancient paths need to constantly innovate to maintain their appeal. In addition, the rapid changes in technology may cause existing equipment and technologies to become outdated quickly, thereby increasing operational costs and maintenance burdens. Finally, as the degree of digitalization increases, issues of cyber security and data protection have become more prominent. The risks of information leakage and user privacy infringement may affect tourists' trust in digital projects.

4 CONCLUSION

Based on the current situation of the ancient paths in Shaoxing, the significance of digital transformation, and their protection and development trends, this article analyzes the challenges and opportunities faced by the ancient paths in Shaoxing during digital protection and proposes corresponding strategies and suggestions. Although there will be difficulties such as insufficient funds, shortage of technical talents, and lagging infrastructure during the digital transformation process, we believe that with the continuous progress of digital technology and the increasing attention paid by society to the protection of cultural heritage, the ancient paths in Shaoxing will achieve more sustainable development.

The digital transformation of the ancient paths in Shaoxing provides important references and lessons for other cultural heritage protection projects:

(1) Establish a multi-party collaboration mechanism: By establishing partnerships with local governments, cultural institutions, and technology companies, resources and technologies can be integrated to jointly promote digital protection projects. This collaboration not only provides the necessary financial support for the ancient paths in Shaoxing but also introduces advanced technologies and management experiences, thereby enhancing the popularity and appeal of the ancient paths.

(2) Develop localized digital products: In the design of digital platforms and content production, fully consider the cultural characteristics of the Shaoxing region and the diverse needs of tourists. For example, develop multi-language navigation apps, provide interactive content and AR experiences related to local history and culture, allowing tourists to have a deeper understanding of the history and value of the ancient paths in Shaoxing.

(3) Strengthen brand strategy and marketing promotion: Use diverse promotion channels, such as social media, cultural festivals, and online-offline joint marketing, to enhance the popularity of the ancient paths in Shaoxing both domestically and internationally. At the same time, highlight the unique culture and natural scenery of the ancient paths, and through high-quality user experiences, enhance tourists' participation, thereby attracting more domestic and foreign tourists.

(4) Implement dynamic monitoring and feedback mechanisms: Establish a visitor feedback system to collect opinions and suggestions from visitors during the digital experience process in a timely manner, and continuously optimize digital products and services. This feedback mechanism not only improves the visitor experience but also provides a basis for adjusting digital protection strategies.

In conclusion, the research on the digital protection and activation path of the ancient paths in Shaoxing provides practical and feasible references for the protection of cultural heritage in other places, helping related projects achieve more effective dissemination and sustainable development in modern society. By implementing the above strategies, the ancient paths in Shaoxing can not only effectively protect and inherit their cultural heritage but also occupy a place in the cultural tourism market and enhance overall economic benefits.

COMPETING INTERESTS

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AN APPRAISAL OF THE PROSECUTORIAL POWERS OF THE NIGERIA POLICE IN CRIMINAL CASES

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Abstract: This paper examines the Prosecutorial Powers of the Nigeria Police in Criminal Cases. Though the Police are saddled with the Statutory duties of protecting lives and properties and by so doing imbued with the powers to prosecute Criminal Cases, the Police Act 2020 as well as the Administration of Criminal Justice Act, 2015, and the Administration of Criminal Justice Law of States tends to restrict such Prosecutorial powers to only Police officers who are Legal Practitioners. The study adopted the doctrinal research methodology whereby primary and secondary documents forming part of related literature and judicial interpretations are used. The findings in the cause of the research reveals that while the Police Act 2020 confers significant prosecutorial authority to the Police, Section 66(1) restrict such prosecutorial powers of the Police to only Police officers who are legal Practitioners which is a challenge that hinders effective prosecution and lack of adherence and strict enforceability of the said section. Other challenges include that most Police Prosecutors lack the basic legal procedure skills amongst others. Following these findings, the research recommends for the need to strictly adhere and ensure the enforceability of the Provision of Section 66(1) of the Police Act 2020 and to also enhance legal training for Police officers in legal procedures as well as improve overall funding and resources for the Nigeria Police Force. **Keywords:** Prosecutorial powers; Police; Criminal cases

1 INTRODUCTION

Societies all over the world, and Nigeria in particular expand and develop continuously, as such human relationship and activities also expand. The results of dynamism of the growing population give room for crime, hence the need for the Police force to prosecute such criminal matters. These societies therefore strive to establish and develop institutions that can ensure peace as well as security of lives and properties of its citizenry. This is also true of the Nigerian State where the Nigerian Police Force as an institution has been established by law and given the responsibility to protect the citizens and ensure peace and stability within the Nigerian polity [1]. However, several decades after its creation or formation, the general powers of the Nigeria Police force as established with the goal of achieving peace, security and a crime free society through the force have not been realized. Several factors may be responsible for this failure of the Nigeria Police in combating crime through arrest and prosecution of suspects to ensuring peace and security. Some of these factors are poor funding, remuneration, corruption, lack of equipment to mention just a few.

It is an undisputable fact that failure to prosecute crimes in the society encourage the wide spread of the commission of more criminal activities within the society, hence, the primary tool of prosecution is the law. The secondary tool being the appropriate law enforcement agencies such as the Nigeria Police Force, Nigeria Civil Defence Corps, Nigeria Drugs Law Enforcement Agency, and the Economic and Financial Crimes Commission among others who are empowered by the law to see to criminal prosecution in any society within Nigerian. When there is a problem with the law, most likely, the agency empowered will face challenges in its application and consequently, the discharge of its duties in that direction. Before the enactment of the Administration of Criminal Justice Act 2015 (ACJA) and the Police Act 2020, Police officers in Nigeria popularly known as "Police prosecutors" could prosecute criminal cases at all level of courts. They actually do the bulk of the criminal prosecution at the lower courts particularly in Magistrate courts. This duty to prosecute was conferred on them by the Police Act [2] This has effectively relieved the Federal Ministry of Justice and the various States Ministries of Justice the burden of going to the lower courts for the purpose of criminal prosecution. Subsequently, the prosecutorial powers of the Police have been a subject matter of various legal actions and the Courts have made pronouncements to establish the power of the Police to prosecute regardless of not being a legal Practitioner [3]. However, with the enactment of the Administration of Justice Act 2015 (ACJA), only a Legal Practitioner in the Police establishment is permitted to prosecute criminal cases. This is further included in the provisions of section 66 of the Act [2] to the effect that only a police officer who is a Legal Practitioner shall have the power to prosecute. However, under subsection 2 of Section 66 of the same Act also impliedly, provides that a police officer may, subject to the provisions of relevant Criminal Procedure Laws in force at the Federal or State level, prosecute before the Courts those offences which non-qualified Legal Practitioners can prosecute. This position, no doubt, appears ambiguous, confusing and contradicts the recent decisions of the Supreme Courts in Nigeria. This research will examine section 66 of the Police Act 2020 which empowers the Police to prosecute all

offences in federal courts in Nigeria and the concerns of the provision in terms of the manner it is couched leaving much to be contemplated upon as well as for amendment [4].

2 THE POLICE ACT, 2020

The Police Act, 2020 which came to force on the 17th September, 2020 repealed the Police Act Cap. P19, Laws of Federation of Nigeria, 2004. The general objective of the Act is to provide an effective police service that is based on the principles of accountability and transparency, protection of human rights, and partnership with other security agencies. The Act made a number of novel provisions towards improving the policing system in Nigeria and also making the Act to be in tandem with the Administration of Criminal Justice Act and other relevant laws of the Federation. Section 4 renders the primary functions of the Police Force, as follows[2]: The Police shall:

(a) prevent and detect crimes, and protect the rights and freedom of every person in Nigeria as provided in the Constitution, the African Charter on Human and Peoples Rights and any other law;

(b) maintain public safety, law and order; (c) protect the lives and property of all persons in Nigeria;

(d) enforce all laws and regulations without any prejudice to the enabling Acts of other security agencies;

(e) discharge such duties within and outside Nigeria as may be required of it under this Act or any other law;

(f) collaborate with other agencies to take any necessary action and provide the required assistance or support to persons in distress, including victims of road accidents, fire disaster, earthquakes and floods;

(g) facilitate the free passage and movement on highways, roads and streets open to the public; (h)adopt community partnership in the discharge of its responsibilities under this Act or under any other law;

(i) to vet and approve the registration of private Detective Schools and private Investigative outfits."

Section 5(1) of the Police Act provides that the Police Force is responsible for promoting and protecting the fundamental rights of persons in Police custody as guaranteed by the Constitution. It is provided that the Police Force shall collaborate with and maintain close working relationships with any relevant agency or initiatives offering legal services to accused persons in Police custody in need of legal services to ensure that they have full access to justice [5]. Generally, Section 5(3) lays that the Police is charged with the responsibility for promoting and protecting the fundamental rights of all persons whether in custody or not as guaranteed under the African Charter on Human and Peoples Rights (Ratification and Enforcement) Act and other international legal instruments in Human Rights to which Nigeria is a signatory.

Section 66(1) of the Police Act 2020 empowers only a Police officer who is a legal practitioner to prosecute a suspect in any competent Court of law. In the same vein, a Police officer subject to the provisions of the relevant Criminal Procedure Laws in force at the Federal or State level prosecute before the courts those offences which non-qualified legal practitioners can prosecute. In a bid to ensure that human rights are given utmost priority by facilitating bail applications expeditiously and preventing any attempt to abuse the rights of the suspects, it is expected that in every police division, there must be assigned at least one police officer who is a legal practitioner in accordance with the Police Act [2]. Indeed, the Police Act provides powers, duties, hierarchy and general management and administration of the Police in the Nigerian Criminal Justice System. Aside the statutory powers above, the Court has made pronouncement in backing the provisions of the Police Act on the Police the powers to prosecute criminal cases. This was exhaustively strengthen and dealt with by the Supreme Court in the landmark case of *FRN*, *v Osahon* [6] where the Court held:

From colonial period up to date, police officers of various ranks have taken up prosecution of criminal cases in Magistrates and other courts of inferior jurisdiction. They derived their powers under Section 23 Police Act. But when it comes to superior courts of record, it is desirable though not compulsory that the prosecuting police officer, ought to be legally qualified. This is not deleting from the provisions of Section 174(1) of the constitution, rather it maintains age long practice of superior courts having counsel rather than non-lawyers prosecuting matters. The confusion that this matter has caused is rather unfortunate for trial of criminal cases, it has caused a disturbingly long delay. Previous constitution before 1979 provided for the post of Director of, Public Prosecutor, an independent officer, with powers in a statute. The absence of this vital office from subsequent constitutions has created this dilemma, For the foregoing reasons ...I hold that a police officer can prosecute by virtue of Section 23 of Police Act, Section 56 (1) Federal High Court Act, and Section 174 (1) of the Constitution of the Federal Republic of Nigeria.

Hence, Police authority can by virtue of Section 174(1) of the Constitution prosecute any criminal suit either through its legally qualified officers or through any counsel they may engage for that purpose and the power of the Police to prosecute can only be limited or restricted by the Attorney General. In the case of *FRN v. DANIEL* (2015) LPELR-24801(CA), the Court in relation to the power of the Police to prosecute, held thus:

"I shall now address the only issue raised by appellant's counsel which I adopt for the purpose of the determination of the appeal. In determining the issue, it is pertinent to set out the provisions of the Constitution of Nigeria 1999 (as amended) and other laws relevant to the issue immediately here under: (1) Section 174 (1) (a) (b) and (c) of Constitution of the Federal Republic of Nigeria 1999 (as amended). (2) Section 23 of the Police Act. (3) Section 3 (1) (f) (vi) of the Nigeria Security and Civil Defence Corps Act. (1)Section 174 (1) (a) (b) and (c) of the Federal Republic of Nigeria 1999 (as amended) provides as follows: (1) The Attorney - General of the Federation shall have power; (a) To institute and undertake criminal proceedings against any person before any Court of law in Nigeria, other than a Court-martial, in respect

of any offence created by or under any Act of the National Assembly; (b) To take over and continue any such criminal proceedings that may be instituted by any other authority or person; and (c) To discontinue at any stage before judgment is delivered, any such criminal proceedings instituted or undertaken by him or any other authority or person.".. the power of the Police to prosecute therefore can only be limited or restricted by the Attorney - General.

Hence, the power to prosecute and undertake criminal prosecution is vested on the Police Officer under Section 23 of the repealed Police Act, now Section 66 of the Police Act, 2020 subject to the exercise of powers conferred on the Attorney-General by the provision of Section 160 of the Constitution of the Federal Republic of Nigeria. Though the Provision of Section 23 of the repealed Act gave non-Police lawyers (Legal Practitioners) prosecutorial powers to prosecute. However, under Section 66 of the new Act, only Police officers who are Legal Practitioner can prosecute. The power of the Police to prosecute therefore can only be limited or restricted by the Attorney – General.

3 METHODS OF EXERCISING PROSECUTORIAL POWERS BY THE POLICE

There are different methods of exercising prosecutorial powers by the Police in Nigeria. This may include, Charges, Information, and First Information Report (FIR), depending on the Court and the jurisdiction in which the case is to be instituted. Therefore, the methods of prosecutorial power exercised by the Police in Nigeria are closely tied to the legal framework, the nature of the offense, and the jurisdictional boundaries of the Court.

3.1 By way of Charge

It is a trite principle of law now that the Police or Prosecution can exercise Prosecutorial powers by filing a charge subject only to the power of the Attorney General to institute and prosecute cases. In *Olusemu V. COP* (1998) 11 NWLR (Pt.575) 547, the information inform of a charge was filed by a Police officer and the Defendant argued that the Police officer can not file a charge in the High Court. The Court held that the Police can file a charge in the High Court subject to the overriding power of the Attorney General who can take over the matter. The authority of the Police to file a charge also came up in the case of *FRN V. Osahon* (2006) 5NWLR(Part97) SC 361. Hence, the Nigeria Police can institute a criminal proceedings either by way of Charge, First Information Report or an Information, depending on the Court and the nature of offences.

3.2 By way of Information

Information may be generally described as a document which the purposes of our criminal justice administration system refers to a court process filed by a prosecuting authority or person in the course of transactions culminating in the initiation of criminal prosecution against a criminal defendant found culpable of the commission of offences prohibited under any extant substantive criminal law statute. In line with the Administration of Criminal Justice Law, 2019 of Sokoto State, a criminal proceedings may be in accordance with the provisions of the Law be instituted by Information or a Charge [7]. Thus, an Information is a statement of offence or offences which a Defendant is charged in a trial at the High Court. Every Count of the Information is made up of two (2) distinct paragraphs. The first paragraph which is called 'the Statement of Offence'. This is usually a concise statement of the offence and the provision of the law creating the offence and/or punishing for its infraction. The second paragraph is called 'the Particulars of Offence'. This contains the name of the Defendant, the date, time and place of the commission of the offence and the description of the offence purportedly committed. The Count in an Information is preceded by an Information addressed to the Honourable Court notifying it that the defendant is charged with an offence. All Information filed in a criminal trial in the state High Court just like the Charge must be accompanied with its enclosed Proof of Evidence to be relied upon at the trial [8].

3.3 By way of First Information Report

Like Complaint in the South is what is referred to as First Information Report (FIR) in Federal Capital Territory Abuja and in other Northern States in Nigeria. The method refers to a process whereby the Police arraign suspects in the Magistrate Court in the Federal Capital Territory and Magistrate Court of other Northern States of Nigeria. Such complaint is usually made to the Police and upon investigation, the suspect is invited to the police station for investigation and the response of the suspect is recorded. The Police will after the interrogation, if convinced that the suspect has committed the offence, file the First Information Report in Court which shall contain the name and address of the suspect, the nature of the offence and the signature of the police officer prosecuting the case to court. This method is elaborately provided for in Section 112 of the ACJA [7]. Section 110(1)(b) of the ACJL, Sokoto, provides that: "Criminal proceedings instituted in a Magistrate Court may be; (a) by bringing a suspect arrested without a warrant before the Court on a charge....or (b) upon receiving a First Information Report for the Commission of an offence for which the Police are authorized to arrest..." Thus, First Information Report is one of the modes of instituting criminal complainant in the Magistrate in the north.

4 CHALLENGES OF POLICE PROSECUTORIAL POWERS

The challenges confronting prosecution of criminal cases and investigators in the Nigerian criminal justice system are myriad. These challenges impact negatively their effectiveness in the criminal justice system. Traditionally, the Police is tasked with investigating crimes and gathering evidence, as well as prosecutorial functions to charging an accuse person to Court. Hence, in discharging this function, they are bound to face some challenges. The major issues and problems in Police prosecutorial power in Nigeria court ranges from inadequate Police Prosecutors, lack of funding, poor investigation and corruption amongst other challenges [9].

5 OBSERVATIONS

During the course of this research, it was discovered that the major problems associated with the powers of the Police to prosecute have been partially addressed by the new Police Act of 2020, and the Administration of Criminal Justice Act, 2015 and checks and balances have been put in place to ensure its enforceability. However, more problems may be discovered in the long run as these new laws are put into implementation, hence, it has been observed that, the provisions of the new Police Act 2020 specifically Section 66(1) confers prosecutory powers to only Police officers who are legal practitioners. The problem now is there are so many cases but few Police officers who are legal practitioners. The workload is inversely proportionate to the existing manpower at the moment. Secondly, Section 66(1) of the Police Act, 2020 restrict the prosecutorial powers of the Police to only Police officers who are legal Practitioners, however, on daily basis in practice, we keep seeing Police Officers who are not legal practitioners prosecuting criminal cases.

6 RECOMMENDATIONS

Flowing from the above observations, it is recommended thus: firstly, that proper implementation of the new Act should be ensured. Specifically, the provision of Section 66(1) of the Police Act and Section 106 of ACJA to make sure that a Police officer who is not a legal Practitioner does not prosecute in any Court of law in Nigeria. Secondly, the Police Service Commission should ensure that there is properly implementation and enforceability of all the provisions in order to carry out its prosecutor mandate effectively.

7 CONCLUSION

The prosecutorial powers of the Nigeria Police are derived from a combination of constitutional provisions, statutory laws, and judicial precedents. While the Police have the authority to initiate and conduct prosecutions, their actions are subject to oversight by the Attorney-General, ensuring a system of checks and balances within the criminal justice system. The role of the Police in prosecution seeks to achieve justice for the victim, defendant, and society by ensuring the rule of law, maintaining public safety and security, and contributing to crime reduction. Professionalism in the execution of prosecutorial duties is essential to maintaining public trust and ensuring a fair and impartial justice process. The methods through which the Police exercise these powers, including filing of charges, information, and First Information Reports (FIR), are critical to the functioning of the justice system. However, several challenges hinder the effective exercise of these powers, including the lack of adequate criminal procedure training for Police prosecutors, poor investigation of criminal cases, corruption within the Police force, and inadequate funding. These issues result in weak cases, delays in prosecution, and diminished public confidence in the justice system.

COMPETING INTERESTS

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AN INTELLIGENT FRAUD DETECTION SYSTEM USING GRAPH NEURAL NETWORKS AND REINFORCEMENT LEARNING

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Abstract: Financial fraud detection is a growing challenge in digital transactions, requiring robust solutions to identify fraudulent activities in real time. Traditional rule-based and machine learning approaches struggle to detect evolving fraud patterns, leading to high false positive rates and missed fraudulent activities. This study proposes an intelligent fraud detection system combining graph neural networks (GNNs) and reinforcement learning (RL). GNNs model transactions as a heterogeneous graph, capturing relationships between users, transactions, and financial entities. The RL component dynamically optimizes fraud detection thresholds, ensuring adaptability to new fraud tactics. Experiments on real-world financial datasets demonstrate that the proposed system outperforms traditional methods in fraud detection accuracy and adaptability. The integration of RL enables continuous learning, ensuring long-term effectiveness in combating financial fraud.

Keywords: Fraud detection; Graph neural networks; Reinforcement learning; Financial security; Adaptive detection; Real-time fraud prevention

1 INTRODUCTION

Financial fraud is a growing concern in the digital era, affecting banking institutions, e-commerce platforms, and cryptocurrency exchanges [1]. Fraudulent activities such as identity theft, transaction laundering, account takeovers, and synthetic fraud continue to evolve, making traditional fraud detection systems increasingly ineffective [2]. Existing fraud prevention models rely on rule-based detection systems and supervised learning algorithms, which identify fraud patterns based on historical data. While these methods perform well against known fraud schemes, they struggle to detect adaptive fraud tactics, where fraudsters continuously modify their behaviors to evade detection[3].

Machine learning (ML) has significantly improved fraud detection by allowing models to learn from large-scale transaction datasets [4]. Early ML approaches, including support vector machines (SVMs), decision trees (DTs), and ensemble models, improved detection accuracy over rule-based methods [5]. However, these models require extensive feature engineering and often rely on static fraud patterns, limiting their ability to detect previously unseen fraud strategies [6]. Deep learning (DL) architectures such as recurrent neural networks (RNNs) and long short-term memory (LSTM) networks introduced temporal modeling capabilities, improving the detection of fraud sequences over time. Despite their advancements, these models process transactions as isolated instances, making them less effective in identifying fraud networks and collaborative fraud schemes.

Graph neural networks (GNNs) have emerged as a powerful tool for fraud detection, allowing models to process financial transactions as heterogeneous graphs rather than independent data points [7]. In this approach, nodes represent users, transactions, and financial institutions, while edges capture relationships such as payment histories, fund transfers, and shared device usage [8]. By leveraging message passing and relational learning, GNNs effectively detect complex fraud structures, including collusive fraud rings and multi-hop money laundering schemes. Studies have demonstrated that GNN-based fraud detection systems outperform conventional DL models by learning spatial dependencies within financial transaction networks [9].

Despite the advantages of GNNs, most existing graph-based fraud detection models are static, meaning they rely on fixed fraud detection thresholds and pre-trained models that require periodic retraining. Fraudsters continuously evolve their tactics, making static models less effective over time [10]. Additionally, manually defining optimal fraud detection thresholds can lead to either excessive false positives, which disrupt legitimate transactions, or high false negatives, which allow fraud to go undetected.

To address these challenges, reinforcement learning (RL) has been integrated into fraud detection frameworks, enabling adaptive decision-making and continuous model refinement [11]. Unlike supervised learning, where models learn from labeled datasets, RL optimizes fraud detection policies through reward-based learning, dynamically adjusting classification thresholds and detection strategies [12]. RL agents learn to balance detection accuracy with financial impact, minimizing fraud risks while reducing unnecessary transaction blocks [13].

This study proposes an intelligent fraud detection system that combines GNNs and RL, creating an adaptive and scalable fraud prevention framework. The GNN component learns fraud patterns from historical transaction networks, capturing interconnected fraud behaviors that traditional ML models fail to detect. The RL component continuously optimizes fraud detection policies, ensuring that the system adapts to emerging fraud strategies and maintains high detection accuracy in real-time environments. The proposed model is evaluated on large-scale financial transaction

datasets, demonstrating superior fraud detection accuracy, lower false positive rates, and improved adaptability compared to baseline fraud detection models.

2 LITERATURE REVIEW

Fraud detection has been widely studied across banking, e-commerce, and financial technology sectors, with evolving methodologies aimed at improving detection accuracy and scalability [14]. Traditional fraud detection methods rely on rule-based systems and ML-based classifiers, which analyze transactional data for anomalous behaviors. While these methods have been effective in static environments, they struggle to generalize to new fraud patterns, as fraudsters continuously develop novel evasion techniques [15].

Early fraud detection models were built using statistical and rule-based techniques, where predefined thresholds and business rules flagged suspicious activities [16]. While these methods offered interpretability and ease of implementation, they exhibited poor adaptability to evolving fraud tactics. ML models such as SVMs, DTs, and ensemble learning models improved detection performance by learning data-driven fraud indicators rather than relying on predefined rules. However, ML models require extensive feature engineering, making them less scalable for real-time fraud detection in large financial networks [17].

DL has further advanced fraud detection capabilities by learning complex transaction patterns and sequential dependencies [18-20]. RNNs and LSTMs demonstrated success in modeling temporal fraud behaviors, improving the detection of sequentially structured fraudulent transactions[6]. However, DL models primarily operate on tabular or sequential data formats, ignoring the relational structures that exist in financial transaction networks. As a result, they struggle to detect collaborative fraud schemes, where multiple fraudulent accounts interact to simulate legitimate transactions.

GNNs have addressed this limitation by representing financial transactions as heterogeneous graphs, allowing models to learn spatial and relational dependencies between entities. Unlike ML and DL models, which analyze individual transactions in isolation, GNNs enable message passing mechanisms, capturing multi-hop fraud patterns, money laundering pathways, and synthetic identity fraud networks. Studies have shown that GNN-based fraud detection systems significantly outperform traditional ML classifiers and DL architectures, particularly in scenarios involving highly interconnected fraud networks[21-23].

Despite the advantages of GNNs, most existing graph-based fraud detection models are static, meaning they rely on pre-trained models and fixed fraud detection thresholds that are ineffective in adapting to rapidly evolving fraud techniques. Static fraud detection models require frequent manual updates, making them impractical for real-time fraud prevention[8]. Furthermore, setting fraud detection thresholds manually can result in high false positives, causing unnecessary transaction declines, or high false negatives, allowing fraudulent transactions to bypass detection [24].

To address these issues, RL has been integrated into fraud detection frameworks to enable adaptive learning and real-time decision-making. Unlike supervised learning, where models learn from labeled data, RL enables fraud detection systems to continuously optimize their detection strategies by receiving feedback from real-world transactions. RL-based fraud detection models dynamically adjust fraud classification thresholds, ensuring that detection sensitivity is optimized based on fraud prevalence, transaction risk level, and financial loss impact[25].

The proposed system combines GNNs and RL to develop an adaptive and scalable fraud detection solution. The GNN component captures fraudulent transaction relationships, ensuring that fraud detection is context-aware and network-driven, rather than based on isolated transaction patterns. The RL component continuously refines fraud classification policies, ensuring high adaptability to emerging fraud tactics[26, 27]. By integrating these two methodologies, the system achieves higher fraud detection accuracy, reduced false positives, and improved fraud prevention scalability.

The next section presents the methodology for implementing the proposed system, including data preprocessing, model architecture, training strategies, and performance evaluation techniques aimed at enhancing real-time fraud detection capabilities.

3 METHODOLOGY

3.1 Data Preprocessing and Graph Construction

Effective fraud detection requires high-quality data preprocessing and an appropriate graph representation of financial transactions. Raw transaction data often contains missing values, duplicated entries, and noise, which must be addressed before model training. Missing values are handled using interpolation techniques, while duplicate transactions and outliers are identified using anomaly detection algorithms. Transaction data is normalized to ensure that features such as transaction amount, frequency, and time intervals are properly scaled.

Once the data is preprocessed, financial transactions are transformed into a heterogeneous graph structure to model relationships between different entities. Nodes represent users, transactions, and financial institutions, while edges capture interactions such as fund transfers, shared device usage, and linked payment methods. Each node and edge is assigned multiple features, including transaction history, account age, frequency of transactions, and past fraudulent activity. This structure allows the model to learn relational dependencies within the transaction network, providing insights into collaborative fraud schemes and multi-hop money laundering patterns.

Feature engineering is crucial for improving fraud detection accuracy. Node-level features such as transaction amount variance, payment consistency, and user activity are extracted to distinguish between normal and fraudulent behavior. Edge-level features, including transaction direction, network centrality, and transaction frequency, are used to analyze relationships between users. Time-based features, such as recency, periodicity, and session-based activity, help capture fraud patterns that evolve over time. By incorporating these diverse features, the model gains a comprehensive understanding of financial interactions, making it more effective in identifying fraudulent activities.

3.2 Graph Neural Network Architecture for Fraud Detection

The proposed fraud detection system utilizes a GNN to learn structural and relational features from the transaction network. GNNs are particularly suited for fraud detection due to their ability to aggregate information from neighboring nodes, enabling the identification of coordinated fraud networks and suspicious transaction patterns. The model consists of multiple layers, each performing message passing and feature propagation to enhance node embeddings.

The architecture includes graph convolutional layers that iteratively aggregate information from neighboring nodes. This allows the model to capture both localized transaction behavior and global fraud patterns across the financial network. To improve the model's ability to focus on important transactions, an attention mechanism is incorporated, enabling the model to assign different weights to interactions based on their significance. This feature is particularly useful for identifying fraudulent nodes within densely connected transaction clusters.

To further enhance the model's effectiveness, temporal graph learning techniques are introduced. Unlike static fraud detection models, the proposed framework processes evolving transaction data, allowing it to detect dynamic fraud patterns that adapt over time. By incorporating a recurrent graph structure, the model retains historical transaction information, enabling it to analyze long-term fraud behaviors rather than relying solely on individual transactions.

3.3 Reinforcement Learning for Adaptive Fraud Detection

To ensure adaptability and real-time fraud detection, the model integrates RL to dynamically optimize fraud classification thresholds. Unlike traditional fraud detection models that use fixed decision rules, RL enables the system to learn from real-time transaction feedback, continuously refining its fraud detection strategy.

The RL framework consists of an agent, environment, and reward function. The agent represents the fraud detection model, making decisions on whether a transaction is fraudulent. The environment consists of the real-time transaction network, where fraudsters continuously evolve their tactics. The reward function is designed to balance fraud detection accuracy with minimizing false positives, ensuring that legitimate users are not unfairly flagged while still capturing fraudulent transactions.

The RL agent is trained using policy gradient methods, allowing it to optimize its decision-making policies through trial and error. The model receives positive rewards for correctly identifying fraudulent transactions and negative rewards for false positives, guiding it toward an optimal fraud detection policy. The reinforcement learning component adjusts decision boundaries dynamically, ensuring that the system remains effective even as fraud patterns change.

To enhance learning efficiency, a multi-agent RL approach is employed, where multiple detection agents work collaboratively to identify fraud across different transaction types. This multi-agent setup allows for specialized fraud detection models that focus on specific fraud schemes, such as account takeovers, synthetic identity fraud, and money laundering, improving overall detection accuracy.

3.4 Model Evaluation and Performance Metrics

The performance of the proposed fraud detection system is evaluated using multiple metrics to assess detection accuracy, adaptability, and computational efficiency. Standard classification metrics such as precision, recall, F1-score, and area under the receiver operating characteristic curve (AUC-ROC) are used to measure the model's effectiveness in identifying fraudulent transactions while minimizing false positives.

To evaluate the model's adaptability, concept drift analysis is performed, where the model's performance is tested on fraud patterns that were not present during initial training. This ensures that the model generalizes well to new fraud schemes without requiring frequent retraining. The RL component is assessed by tracking its ability to dynamically optimize fraud detection thresholds based on changing fraud risks. The improvement in fraud capture rates over time serves as a key indicator of the RL model's effectiveness.

Computational efficiency is another critical evaluation criterion, particularly for real-time fraud detection applications. The model's inference speed, memory usage, and scalability are benchmarked against traditional fraud detection models, ensuring that it can process high transaction volumes without excessive latency. The proposed framework is tested on large-scale financial transaction datasets, including credit card payments, cryptocurrency transfers, and online banking transactions, demonstrating its applicability to diverse financial environments.

By integrating GNN-based fraud detection with RL-driven decision optimization, the proposed system achieves higher fraud detection accuracy, lower false positive rates, and improved adaptability compared to existing fraud detection models. The next section presents experimental results and discusses the impact of combining graph-based learning with reinforcement learning in enhancing fraud prevention strategies.

4 RESULTS AND DISCUSSION

4.1 Fraud Detection Accuracy and Model Performance

The proposed fraud detection system was evaluated on large-scale financial transaction datasets, comparing its performance against traditional classifiers, deep learning models, and existing graph-based approaches. Standard fraud detection metrics, including precision, recall, F1-score, and AUC-ROC, were used to assess the model's ability to identify fraudulent transactions while minimizing false positives. The results showed that the integration of graph-based learning significantly improved fraud detection accuracy, capturing complex transactional relationships that conventional models failed to recognize.

The evaluation demonstrated that the model achieved higher recall compared to traditional methods, successfully detecting fraudulent activities that were missed by baseline models. The relational learning capability of the graph-based approach allowed the system to identify fraudulent transaction clusters, uncovering hidden collusion patterns that were not evident in tabular data. The reinforcement learning component further enhanced detection performance by dynamically adjusting classification thresholds, ensuring optimal fraud detection while minimizing false alarms. The results confirmed that the system effectively adapted to different types of fraud, including synthetic identity fraud, transaction laundering, and multi-hop money transfers designed to evade detection.Figure 1 presents a comparative analysis of fraud detection performance across different models, demonstrating the improved accuracy of the proposed system in identifying fraudulent transactions.



Figure 1 Comparative Analysis of Fraud Detection Performance

4.2 Impact of Reinforcement Learning on Adaptability

Traditional fraud detection models struggle with adapting to evolving fraud tactics, as they rely on predefined rules and static training data. Fraudsters frequently modify their strategies, introducing new transaction patterns to bypass detection mechanisms. The reinforcement learning component in the proposed system enables adaptive fraud detection by continuously updating fraud classification policies based on real-time transaction feedback.

The system's adaptability was tested under different fraud scenarios, including sudden changes in fraudulent behavior and emerging fraud techniques. Static models exhibited a decline in detection accuracy when exposed to previously unseen fraud tactics, while the reinforcement learning-enhanced system successfully adjusted its decision boundaries to maintain fraud detection rates. The dynamic learning process allowed the model to improve its fraud classification efficiency without requiring frequent manual retraining.

The ability to adjust fraud detection sensitivity based on transaction characteristics played a crucial role in balancing fraud capture and false positive reduction. Instead of applying a single fraud detection threshold across all transactions, the system personalized classification criteria based on user behavior, transaction history, and risk assessment. The adaptability of the reinforcement learning component ensured that the system remained effective even as fraud tactics

evolved over time. Figure 2 illustrates the impact of reinforcement learning on model adaptability, highlighting its ability to maintain high fraud detection performance in changing fraud environments.





4.3 Reduction of False Positives and Improved Fraud Classification

One of the most significant challenges in fraud detection is reducing false positives while maintaining high fraud detection accuracy. Overly sensitive fraud detection systems can cause legitimate transactions to be flagged incorrectly, leading to financial losses and customer dissatisfaction. The proposed model effectively mitigated false positives by leveraging graph-based contextual learning and reinforcement learning-driven threshold optimization.

The model demonstrated a substantial reduction in false positive rates compared to conventional fraud detection approaches. By analyzing transaction networks rather than individual transactions in isolation, the system identified legitimate transaction patterns, preventing unnecessary fraud alerts. The reinforcement learning component played a critical role in fine-tuning classification decisions, ensuring that the system did not overfit to specific fraud patterns but rather generalized well across different financial environments.

The evaluation confirmed that fraud classification precision improved significantly, as the model learned to differentiate between anomalous but legitimate transactions and truly fraudulent activities. Unlike static fraud detection models that rely on manually set risk scores, the proposed system dynamically adjusted its fraud detection thresholds based on transaction behavior, minimizing unnecessary disruptions to legitimate users. Figure 3 presents an evaluation of false positive reduction, illustrating how the system optimized fraud classification to maintain high accuracy while minimizing disruptions to non-fraudulent transactions.



Figure 3 evaluation of false positive reduction

4.4 Scalability and Computational Efficiency

Scalability is a crucial requirement for fraud detection in financial institutions that process millions of transactions daily. The computational efficiency of the proposed system was evaluated in terms of inference speed, memory usage, and scalability across large transaction datasets. The graph-based model efficiently processed high transaction volumes without significant latency, ensuring real-time fraud detection.

The system's scalability was tested on datasets ranging from small transaction sets to large-scale financial records containing millions of transactions. Unlike traditional fraud detection models, which experience performance degradation as data size increases, the proposed framework maintained stable detection accuracy even when processing large transaction networks. The parallelized learning approach of the graph model allowed it to handle large transaction graphs efficiently, while reinforcement learning ensured that classification decisions remained optimized in real-time.

Memory usage was also optimized by applying feature selection techniques, ensuring that the model retained critical fraud-related information while minimizing computational overhead. The benchmarking results confirmed that the system was suitable for high-frequency trading, large-scale financial platforms, and digital payment ecosystems that require real-time fraud detection with minimal resource consumption. Figure 4 presents an analysis of the system's computational efficiency and scalability, demonstrating its ability to process large transaction datasets with high-speed inference while maintaining fraud detection accuracy.



Computational Performance and Scalability

Figure 4 Analysis of the System's Computational Efficiency and Scalability

CONCLUSION 5

Fraud detection in financial transactions requires robust and adaptable solutions capable of identifying fraudulent activities in real time while minimizing disruptions to legitimate users. Traditional fraud detection models, including rule-based systems and static machine learning classifiers, struggle to adapt to evolving fraud patterns, leading to high false positive rates and undetected fraudulent activities. This study introduced an intelligent fraud detection system that integrates GNNs and RL to enhance fraud detection accuracy, adaptability, and computational efficiency.

The experimental results demonstrated that the proposed model significantly outperforms conventional fraud detection approaches. The GNN component effectively captures relational dependencies in financial transactions, uncovering complex fraud networks that traditional models fail to detect. By processing financial transactions as a heterogeneous graph, the model learns multi-hop fraud connections, transaction laundering schemes, and collusive fraud rings, improving fraud detection precision. The RL component further enhances model adaptability by dynamically optimizing fraud classification thresholds, ensuring that detection strategies remain effective as fraud tactics evolve.

The adaptability of the proposed system was particularly evident in concept drift experiments, where new fraud patterns were introduced over time. Unlike static fraud detection models that exhibited performance degradation, the RL-enhanced model continuously optimized its decision-making strategies, maintaining high fraud detection accuracy without requiring frequent manual retraining. The ability to adjust fraud classification sensitivity based on real-time feedback resulted in a significant reduction in false positives, improving the system's usability in practical financial environments.

Scalability and computational efficiency are critical factors in fraud detection, particularly for financial institutions processing millions of transactions per day. The evaluation results confirmed that the GNN-RL framework scales efficiently, maintaining real-time fraud detection performance even as dataset size increases. The graph-based model architecture efficiently processes large transaction networks, while the reinforcement learning optimization ensures that fraud detection strategies remain adaptive without excessive computational overhead. The benchmarking results demonstrated that the model achieves high-speed inference while maintaining low memory consumption, making it suitable for deployment in large-scale banking, payment processing, and cryptocurrency transaction monitoring systems.

Despite its advantages, the proposed model has certain limitations. One of the primary challenges is the computational cost associated with training GNN-based models on large financial transaction networks. While inference speed has been optimized for real-time fraud detection, future research should explore model compression techniques, distributed learning frameworks, and federated learning to further enhance efficiency. Another challenge is explainability, as GNN-based fraud detection models operate as black-box systems, making it difficult for financial institutions to interpret individual fraud classification decisions. Future work should focus on developing interpretable AI techniques for fraud detection, improving regulatory compliance and user trust.

Future research should also explore multi-modal fraud detection approaches, incorporating alternative data sources such as biometric authentication, behavioral analytics, and social network analysis to enhance detection accuracy. Additionally, extending the model's applicability to cross-border transactions and multi-currency fraud detection would further improve its usability for global financial institutions.

This study highlights the importance of integrating graph-based learning and reinforcement learning in fraud detection systems. By combining relationship-driven fraud analysis with adaptive decision-making, the proposed system provides a scalable, adaptive, and high-performance solution for modern financial fraud prevention. As financial fraud tactics continue to evolve, AI-driven fraud detection models capable of continuous learning and real-time adaptation will be essential in securing financial transactions and reducing economic losses due to fraudulent activities.

COMPETING INTERESTS

The authors have no relevant financial or non-financial interests to disclose.

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KEY ELEMENTS AND THEORETICAL FRAMEWORK OF CULTURAL-TOURISM INTEGRATION ALONG THE ZHEDONG TANG POETRY ROAD:A GROUNDED THEORY ANALYSIS

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Abstract: Cultural-tourism integration serves as a primary driver of industry innovation and local economic growth, concurrently meeting the increasing aspirations for a better life. This study, grounded in network text analysis and data from various interviews, employs grounded theory to construct a multidimensional integrated model for the development of cultural tourism on the Zhedong Tang Poetry Road. The research systematically reveals key elements and theoretical logic behind the integration of cultural tourism on the poetic route. Findings include: (1) Key elements of Cultural-tourism integration along the Zhedong Tang Poetry Road, encompassing integration connotations (resource integration, product integration, factor integration), integration subjects (government, enterprises, residents, tourists, and resources as the five major subjects), integration paths (conceptual integration, industrial integration, market integration, service integration), and integration models (poetic route tourism routes, poetic route experiential activities, poetic route brand construction). (2) The internal dimensions of these four elements are mutually independent, not only individually influencing the Cultural-tourism integration but also partially overlaying to collectively impact its development. This study contributes to understanding the theoretical logic underlying the Cultural-tourism integration along the Zhedong Tang Poetry Road, offering insights and references for the high-quality development of cultural tourism on poetic routes. **Keywords:** Zhedong Tang Poetry Road; Cultural-tourism integration; Grounded theory; Key elements; Theoretical framework

1 INTRODUCTION

As a significant cultural heritage of China, the Zhedong Tang Poetry Road not only preserves rich cultural memories but also provides a unique resource foundation for the integration of culture and tourism in the region[1]. In recent years, with the deepening implementation of the cultural and tourism integration strategy, the Tang Poetry Road has gradually become a crucial driver for local economic development and cultural heritage preservation. In 2019, the Zhejiang provincial government explicitly proposed the goal of establishing the Zhedong Tang Poetry Road as a "golden tourism belt," further accelerating the rapid growth of the regional cultural tourism industry. According to statistics, in 2022, the number of tourists received along the Zhedong Tang Poetry Road exceeded 50 million, with a total cultural tourism revenue surpassing 30 billion yuan, making it a significant growth engine for Zhejiang's cultural and tourism along the Tang Poetry Road, several challenges persist in practice, including insufficient cultural resource development, product homogenization, and an underdeveloped industrial chain. These challenges have constrained the sustainable development of the region's cultural and tourism sector.

Compared with its rapid development in practice, academic research on the cultural and tourism integration of the Zhedong Tang Poetry Road remains relatively limited. Existing studies primarily focus on cataloging and evaluating cultural resources or designing and promoting tourism routes, often adopting a single-dimensional perspective. There is a lack of systematic discussion on the key factors and internal logic driving the integration of culture and tourism. Although some scholars have proposed preliminary frameworks for integrating cultural and tourism resources and fostering industry collaboration, these studies tend to overlook the multidimensional and dynamic nature of cultural and tourism integration. They fail to uncover its core driving mechanisms and theoretical underpinnings. In essence, cultural and tourism integration is a complex, systemic practice involving the interaction of multiple factors, such as cultural resources, tourism products, market demand, and policy support. Only through systematic theoretical analysis can scientific guidance be provided for the high-quality development of cultural tourism integration.

To address these practical challenges and gaps in theoretical research, this study focuses on the Zhedong Tang Poetry Road and employs grounded theory methodology to explore the following key questions: What are the critical elements driving the cultural and tourism integration of the Tang Poetry Road? How do these elements interact? What theoretical framework supports the sustainable development of cultural and tourism integration? By collecting and analyzing multi-source data, this study systematically identifies the key factors and their interrelationships, constructing a corresponding theoretical framework. On one hand, this study advances the theoretical understanding of the complexity and dynamics of cultural and tourism integration, offering a new analytical perspective for related research. On the other hand, the findings provide practical insights for the cultural and tourism integration of the Tang Poetry Road and other cultural heritage routes, contributing to the high-quality development of regional cultural and tourism economies.

2 LITERATURE REVIEW

In recent years, the Zhedong Tang Poetry Road, as a tourism route with profound historical and cultural heritage, has emerged as a focal point in academic research. Scholars have explored various aspects, including cultural dissemination, policy planning, and resource development, thereby establishing a preliminary research framework for the Tang Poetry Road[3]. However, systematic studies on its integrated cultural and tourism development remain insufficient, particularly concerning the key elements of integration and their theoretical underpinnings. This section provides a review of existing research from three main perspectives.

2.1 Cultural Dissemination and Brand Development in the Context of Convergent Media

In the era of convergent media, the cultural-tourism integration along the Zhedong Tang Poetry Road has become critical research directions. Scholars have employed diverse media formats to concretize the cultural essence of the Tang Poetry Road, creating a distinctive cultural symbol. For instance, Xi Xuesong et al., in their article the Zhedong Tang Poetry Road: A Poetry-Oriented Cultural Route published on Guangming Online, systematically reviewed the cultural value and dissemination strategies of the route. Li Dian, in a report by China News Service, emphasized the historical significance and contemporary revitalization potential of the Tang Poetry Road. Additionally, Zhang Guangming and Xi Xuesong discussed preservation and revitalization strategies in an article published on People's Daily Online. Moreover, the Zhejiang provincial government has actively promoted the cultural dissemination and branding of the Tang Poetry Road through policy documents such as The Launch of Zhejiang's Grand Garden Initiative: Witnessing the Culturally Rich "Poetic and Picturesque Zhejiang" and Zhejiang: Jointly Building the Zhedong Tang Poetry Road (2019)[4]. Furthermore, national and international academic conferences—such as the Tang Poetry Road Symposium held in Xinchang—alongside extensive media coverage by People's Daily and Guangming Daily, have further expanded the cultural influence of the Tang Poetry Road.

2.2 Policy Planning and the Development of the Cultural-Tourism Industry

The Zhejiang provincial and local governments have prioritized the cultural-tourism integration along the Zhedong Tang Poetry Road and have introduced a series of policy initiatives. In 2018, The Action Plan for the Inheritance and Development of Zhejiang's Outstanding Traditional Culture explicitly proposed the creation of a "Tang Poetry Road Landscape and Cultural Tourism Project" as a key component of Zhejiang's cultural heritage enhancement initiative. Subsequently, The Action Plan for the Construction of Zhejiang's Grand Garden and The Development Plan for the Poetry Road Cultural Belt in Zhejiang Province further delineated the overall framework and implementation pathways for the construction of the Poetry Road (2020–2022) in 2020 marked a substantive phase in the cultural and tourism integration of the Tang Poetry Road. In 2021, The Three-Year Action Plans for the Grand Canal Poetry Road, the Qiantang River Poetry Road, and the Oujiang River Landscape Poetry Road (2021–2023) further refined the development goals and key tasks for the Poetry Road Cultural Belt. These policies have provided a robust institutional foundation for the cultural and tourism integration of the Tang Poetry Road Cultural Belt.

2.3 Cultural-Tourism Resource Development and Integrated Development Strategies

Scholars have explored the cultural-tourism integration along the Zhedong Tang Poetry Road from various perspectives. Zhang Yameng (2021) proposed that the cultural significance of the route should be transformed from academic research into public cultural products, emphasizing the deep integration of tourism, culture, publicity, industry, and commerce. This approach, according to Zhang, would facilitate rural tourism, holistic regional tourism, and international cultural exchanges.In Exploring the Cultural-tourism integration of the Zhedong Tang Poetry Road, Xiao Weige and Lilian (2020) analyzed the integrated development strategies of the Tang Poetry Road within the broader context of cultural and tourism integration in the Yangtze River Delta. Their study proposed measures such as consolidating cultural tourism resources, co-developing a shared cultural tourism community, and jointly promoting tourism projects along the route.Additionally, Zhu Man (2020), in *Current Status and Reflections on the Development of the Tang Poetry Road from a Cultural-tourism integration Perspective*, examined issues and inconsistencies in the development of the route, offering strategic recommendations based on cultural-tourism integration frameworks. Meanwhile, Chen Hui analyzed the branding of the Tang Poetry Road from a big data perspective, though the study's depth and systematic approach require further refinement.

2.4 Research Review and Prospects

Despite the progress made in research on the Zhedong Tang Poetry Road, several limitations remain: (1) Existing studies predominantly focus on cultural dissemination and policy planning, while discussions on the key elements and theoretical logic of cultural and tourism integration remain fragmented and lack systematic analysis. (2) Research perspectives tend to be singular, with limited attention to the multidimensional and dynamic aspects of cultural and tourism integration along the route. (3) Most studies rely on qualitative descriptions, with insufficient in-depth analysis based on grounded theory or other qualitative methodologies. To address these gaps, this study applies

grounded theory to systematically analyze the key elements of cultural and tourism integration along the Tang Poetry Road. These elements include integration connotations, integration stakeholders, integration pathways, and integration models. By constructing a theoretical framework, this study aims to provide theoretical insights and practical guidance for policymakers at various levels, facilitating the high-quality development of cultural tourism along the Tang Poetry Road.

3 RESEARCH DESIGN

3.1 Research Methods and Data Collection

At the present stage, the cultural-tourism integration along the Zhedong Tang Poetry Road has evident real-world context and local features but lacks qualitative theoretical research. Qualitative research allows for a comprehensive exploration of all potential categories. Grounded theory, through in-depth analysis of qualitative data, effectively reveals causal relationships and constructs new theories. Therefore, this study adopts a qualitative research approach grounded in the grounded theory. It systematically synthesizes and logically refines the elements of the cultural-tourism integration along the Zhedong Tang Poetry Road based on multi-source interview data and Nvivo11 software[6].

3.2 Data Sources

In the context of the internet era, traditional qualitative data sources in China are increasingly expanding towards online platforms. This study's data collection is primarily based on online platforms, supplemented by on-site interviews. Information obtained from multiple data sources can complement and verify each other, helping to avoid issues arising from a single data source and enhancing the credibility and validity of the research results.

The main data for this study fall into two categories: The first is Online Texts.It includes 89 documents related to the integration of culture and tourism, such as online materials, government policies, and academic papers. They serve as experiential materials for this study. Additionally, personal judgments are made by combining online materials with previous research results, actively absorbing diverse perspectives from the texts, fostering a rich interaction between the researcher and the original data and literature. The second is On-site Interview Texts. Shaoxing is selected as a case study for on-site interviews. Considering the entire Tang Poetry Road, Shaoxing's counties constitute more than half of the total poetry road nodes. Geographically, Shaoxing is a hub and a necessary passage along the Zhedong Tang Poetry Road. Therefore, It was selected as a typical case for its representative nature. On-site interview data not only reflects key factors but also supplements online text information.

In 2020, the Three-Year Action Plan for the Construction of Shaoxing's "Three Major Cultural Belts" (2020–2022) was issued, outlining five Tang Poetry routes: "aerial, mountainous, land-based, waterborne, and cloud-based."[7] Additionally, the 14th Five-Year Cultural Tourism Plan of Shaoxing City was developed. The eight cultural and tourism "golden name cards" jointly cultivated by the Zhejiang Provincial Department of Culture and Tourism and the Shaoxing Municipal Government further enhanced the city's cultural-tourism brand.

Therefore, the case study is representative. The field interview data not only provide an in-depth reflection of the key factors but also supplement online textual information effectively.

3.3 Data Collection

This study collected 89 online texts from January 2019 to December 31, 2023. To control sample quality, authoritative online platforms such as *Guangming Daily, Zhejiang Publicity, Zhejiang Culture and Tourism, and Shaoxing Culture and Tourism* were further utilized to collect relevant reports on the integrated development of cultural-tourism along the Zhedong Tang Poetry Road for triangulation. Through comprehensive reading of online materials, the study gained a general understanding and organized government policy planning documents, reports on cultural-tourism integration, news reports, the Tang Poetry Road and Shaoxing cultural industry development summit conference proceedings, academic journal papers, and more. After thorough comparisons and adhering to the principles of information completeness and theoretical saturation, 89 high-quality online texts were finalized, totaling 329,200 words.

To enhance data reliability and avoid issues related to a single-channel data source, four trained members of the research team conducted on-site interviews in Shaoxing's Yuecheng District, Keqiao District, Shangyu District, Xinchang City, and Shengzhou City from August 1 to 30, 2023. Twelve leaders from scenic spots were purposefully interviewed. Sample selection followed principles of typicality, representativeness, and heterogeneity. Firstly, based on Shaoxing's 2021 introduction of the "Twelve Scenes of Zhejiang East Tang Poetry Road in Shaoxing," the planned 12 scenes were selected as research samples. Secondly, efforts were made to cover the three districts, one county, and two cities of Shaoxing as much as possible, involving different cultural and tourism resources and product content. In addition, in-depth interviews were conducted with the Deputy Director of Shaoxing City Bureau of Culture and Broadcasting, and the President of Shaoxing East Zhejiang Tang Poetry Road Research Association. Due to limitations related to entrepreneurs' work affairs, time schedules, and information guidance, after confirming basic information such as the willingness and social identity of the interviewees, the research team used a semi-structured interview approach, referring to online materials and flexibly asking questions related to the research topic, with each interview lasting 30 to 60 minutes. Subsequently, the on-site interview recordings were transcribed, and additional relevant

information was supplemented using OTA information. Fifteen on-site interview texts were finalized, totaling over 76,100 words.

Finally, the study uses the identified 89 online texts and on-site interview texts for grounded theory analysis, totaling over 405,300 words. All of these constitute samples for the study of the integrated development of cultural tourism along the Zhedong Tang Poetry Road.

3.4 Coding Process

Following grounded theory principles, the research team used Nvivo11 software to sequentially assign codes (T1-T89) to the selected texts. The extracted codes underwent open, axial, and selective coding. During the coding process, through expert consultations, repeated reflections, and comparisons of extracted conceptual categories, core categories were refined. Finally, combining the relationships between categories, a theoretical model was constructed from the bottom up.

3.4.10pen Coding

Open coding involves conceptualizing and categorizing qualitative data gradually. Initially, interview texts were conceptualized sentence by sentence without subjective bias or preconceptions, encoded as free nodes while preserving the original meaning as much as possible. Subsequently, nodes with less relevance to the integration of cultural tourism along the Zhedong Tang Poetry Road and a frequency of occurrence less than three were removed. Redundant nodes were merged, resulting in 119 initial categories. Due to space limitations, an example of open coding is provided in Table 1.

Initial Category	Partial Original Sentences (Initial Concepts)
Resource Exploration	The culture of the Zhedong Tang Poetry Road is a Chinese cultural treasure that integrates Confucianism, Buddhism, poetry, calligraphy, tea culture, opera, pottery, folklore, dialects, myths, and legends. The natural landscapes and cultural heritage along the Zhedong Tang Poetry Road are diverse and colorful
Government Involvement	Participants in the symposium included functional departments from various districts and counties, such as the Cultural, Radio, Television, and Tourism Bureaus, Development and Reform Bureaus, Natural Resources and Planning Bureaus, Water Conservancy Bureaus, Ecological Environment Bureaus, Agriculture and Rural Affairs Bureaus, Construction Bureaus, and Administrative Enforcement Bureaus. Additionally, representatives from cultural and tourism enterprises, village and community representatives, and research experts were also present
Brand Construction	Building a new tourism brand, "Reading Tang Poetry, Touring Shaoxing," involves collaborative efforts from districts, counties, and cities to launch five Tang Poetry routes: aerial, mountainous, land, water, and cloud
Cultural Tourism Experience	Designing distinctive tourism routes under the theme "Tang Poetry+," including ecological tours of Zhedong Tang Poetry, village-style tours, folklore and cultural tours, health and wellness vacations, leisure ancient road tours, and celebrity footsteps tours
Academic Research	Think tanks can leverage the professional expertise of their members to provide advice and suggestions for the cultural tourism research along the Zhedong Tang Poetry Road, the integrated development of cultural tourism resources, and the organization and excavation of cultural heritage along the route
Industrial Integration	Utilizing the "Five-Star Standard, 3A Striving" village construction, integrating with homestays, rural guesthouses, and fishing guesthouses, enables various local customs, rituals, pilgrimages, performances, and festivals along the Zhedong Tang Poetry Road to become a scenic and enjoyable landscape

Table 1 An examp	le of open c	oding(arrange	d in the or	der of intervie	w material n	umbers)
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3.4.2 Axial coding

Axial coding aims to further summarize and rearrange the categories obtained from open coding. It establishes connections between different categories through cluster analysis and develops main categories. The specific approach involves developing the nature and aspects of the categories to make them more rigorous. Independent categories are related to discover potential logical relationships between them. At this stage, combining the similarity and potentiality of concept dimensions from existing entrepreneurial research results, the initial categories are summarized, resulting in 15 subcategories and 4 main categories (Table 2).

Main Categories	Subcategories	Subcategory Content	
	Resource Integration	Resource Exploration, Resource Integration	
Integration Content	Product Integration	Product Development, Transformation Innovation	
	Element Integration	Element Optimization, Element Aggregation	
	Government Entity	Government Promotion, Infrastructure, Efficiency of Affairs	
Integration Entity	Enterprise Entity Resident	Operation Management, Market Attraction, Talent Development	

Table 2 Axial Coding Analysis

	Entity Community	Participation, Cultural Conflicts, Interest Conflicts
	Tourist Entity	Cultural Tourism Experience, Tourist Behavior, Consumption Upgrade
	Resource Entity	Talent Supply, Education Consultation, Platform Support
	Conceptual Integration	Theoretical Construction, Academic Research, Education and Training
Integration Paths	Industrial Integration	Format Integration, Resource Integration, Product Integration (IP Identification and Development)
	Market Integration	Industrial Innovation, Marketing Integration, Regulatory Integration
	Service Integration	Service Advancement, Resource Coordination, Technical Services
Integration Models	Poetry Tourism Routes	Following Tang Poetry for Gourmet Food, Following Tang Poetry for Scenery, Following Tang Poetry for Study Tours
	Poetry Experience Activities	"Tang Poetry+" Homestay Experience, "Tang Poetry+" Wine Tasting Experience, "Tang Poetry+" Costume Experience
	Poetry Brand Construction	Digitization, Professionalization, Popularization

3.4.3 Selective coding

Selective coding aims to delineate the data storyline after confirming the saturation of conceptual categories in axial coding. It involves selecting core concept categories, establishing systematic connections between these core categories and others, and thereby distilling the process of building the theoretical model. The storyline of the "Integrated Development Mechanism Model of Zhedong Tang Poetry Road Cultural-Tourism" is as follows: the enterprise entity and the government entity, through product integration and resource integration, and the resource entity through element integration, interact in the process of Cultural-tourism integration. This results in the formation of four major integration paths: conceptual integration, industrial integration, market integration, and service integration. Ultimately, a cultural-tourism integration model is established by creating poetry-themed tourism routes, experiential activities, and brand building along the poetry road, attracting tourists to actively engage in the integration of the cultural and tourism industries(Figure1). The various entities collaborate to mutually promote the penetration and integration of the cultural-tourism industry.



Figure 1 Integrated Development Mechanism Model of Zhedong Tang Poetry Road Cultural-Tourism

4 RESULTS

This study, based on grounded theory, has constructed a multidimensional integration model. It systematically elucidates the key elements and theoretical logic of the Cultural-tourism integration development along Zhedong Tang Poetry Road. The research findings are as follows:(1)Four elements, namely integration content, integration subjects, integration paths, and integration models, have a significant impact on the Cultural-tourism integration development along Zhedong Tang Poetry Road. Enterprise and government entities influence the Cultural-tourism integration process through product and resource integration. Resource entities play a role through element integration, while resident entities participate and coordinate in the integration process. This forms four integration paths: conceptual integration, industrial integrated development of cultural tourism through the model of creating premium tourist routes and strengthening poetry route experiential activities.(2) Each dimension within the four elements is mutually independent and not only individually affects the Cultural-tourism integration along Zhedong Tang Poetry Road but can also

partially overlay, producing a collective impact. (3)Integration paths and integration models have a dynamic cyclic promotion effect on the Cultural-tourism integration along Zhedong Tang Poetry Road.

5 DISCUSSION

The constituent dimensions of Cultural-tourism integration encompass integration connotation, integration subjects, integration pathways, and integration modes. The amalgamation of cultural tourism industries, influenced by the relaxation of regulatory constraints and the heightened spiritual aspirations of the populace, operates within the external conditions of regulatory leniency and an elevated pursuit of cultural experiences[8]. In the post-pandemic era, as epidemiological control measures gradually ease, there is a burgeoning public demand for tourism experiences, transforming from an initial inclination towards nature-centric activities to a nuanced interest in cultural tourism that satiates spiritual yearnings. The erstwhile singular scenic tourism paradigm has been supplanted by a more intricate cultural and scenic tourism model. The subjects involved in Cultural-tourism integration are evolving towards increased diversification, and the connotative dimensions of Cultural-tourism integration continue to unfold.

5.1 Connotation of Cultural-tourism integration

Cultural-tourism integration comprises resource amalgamation, product fusion, and element synthesis. Resource amalgamation further bifurcates into resource excavation and resource consolidation. The emphasis lies in excavating the essence and profundity, integrating diverse resources, and accentuating distinctive features. Along Zhedong Tang Poetry Road, this entails consolidating elements of traditional Tang poetry culture, including ancient cities, pathways, architecture, gastronomy, language, music, dance, craftsmanship, rituals, and more. Particular emphasis is placed on amalgamating Tang poetry elements with tangible mediums, transforming intangible elements into tangible artifacts. Through vivid tourism design and exhibition, the goal is to shape the distinctive brand of Zhedong Poetry Road, enticing visitors and propelling tourism industry development[9]. Simultaneously, the development of local tourism can expedite the growth of the cultural industry, serving as a conduit for cultural manifestation through travel. Product fusion further delineates into product development and transformative innovation. Product development involves the introduction of cultural and creative products related to the poetry road and the expansion of cultural tourism experiential projects. The cultural connotation of the poetry road provides valuable benchmarks for product development. Transformative innovation relies on modern technology to elevate tourism projects along the poetry road based on existing tourism resources. Illustratively, this includes introducing projects that revisit the Zhedong Tang Poetry Road and incorporating cultural experiential projects at scenic spots. This approach effectively reinvigorates local cultural industries. Element synthesis bifurcates into element optimization and element aggregation. Element optimization concentrates on enhancing service elements, optimizing elements in the industrial chain, and configuring market elements. Element aggregation involves integrating business types, fostering sustainable development of comprehensive benefits, and restructuring the "three chains" of the industrial chain, value chain, and innovation chain. Overall, the cultural industry complements the tourism industry, establishing a mutually reinforcing relationship. The former contributes creativity to the latter, while the latter provides a market for the former. Cultural-tourism integration propels the high-quality development and structural reconfiguration of Tang poetry culture and the tourism industry in Zhedong, giving rise to novel formats and configurations. It serves as an efficacious approach and optimal decisionmaking strategy for rural revitalization.

5.2 Cultural-tourism integration Subjects

In the practice of Cultural-tourism integration, the government and enterprises assume primary leadership roles in the integration mechanism. Resource entities and resident entities serve as providers in the integration mechanism, while tourists act as the audience and catalysts for Cultural-tourism integration.

The government primarily serves as the "guiding force" in the construction of poetry road culture. This guidance manifests in two main dimensions. Firstly, it involves establishing overall construction goals and formulating macro plans. This includes clarifying the overall goals and stage tasks of poetry road culture construction, proposing the basic ideas and strategic layout of poetry road culture construction, and planning the implementation content and practical pathways of poetry road culture construction. Secondly, it encompasses formulating and implementing relevant policies. This includes adjusting cultural policies, industry policies, and social policies related to poetry road culture construction. It also involves exploring specific education policies, talent policies, and propaganda policies, forming effective mechanisms for driving and overseeing the implementation of these policies. Simultaneously, the government's guiding role needs to be scientific and rational, establishing inherent linkage mechanisms that combine and coordinate actions across government levels and various administrative departments[10].

Enterprise entities collaborate with the government by managing scenic areas along the poetry road, enhancing the market appeal of scenic areas by creating poetry road tourism brands, and cultivating professionals in cultural tourism, among other activities. Resource entities, such as the Zhedong Tang Poetry Road Research Association and various city cultural tourism research associations, contribute by providing hubs for integrating Tang poetry cultural resources, offering platforms for communication, and supporting the transfer of talents to facilitate Cultural-tourism integration. In the context of Cultural-tourism integration resident entities need to accept the cultural differences of external tourists.

In the context of Cultural-tourism integration, resident entities need to accept the cultural differences of external tourists and the impact of poetry road tourism policies on the local area. They participate in Cultural-tourism integration by
resolving conflicts through integration and engaging in community participation. Only when residents understand, value, and accept poetry road culture, accurately grasp the tradition of poetry road culture, and integrate it with their social lives, can effective protection, scientific inheritance, and contemporary rejuvenation of poetry road culture be achieved. Tourist entities, as the audience of Cultural-tourism integration along the Zhedong Poetry Road, participate by experiencing poetry road tourism, encountering cultural conflicts in different regions, and providing feedback on their experiences. On one hand, tourists' understanding and acceptance of poetry road tourism development affect the government's direction and progress in Cultural-tourism integration. On the other hand, tourists' level of fondness for poetry road tourism directly impacts economic benefits, thereby driving Cultural-tourism integration efforts along the Zhedong Tang Poetry Road.

5.3 Cultural-tourism integration Paths

Cultural-tourism integration is a systematic endeavor requiring collaborative efforts to advance the integration of cultural tourism industries in terms of concepts, industries, markets, and services.

5.3.1 Conceptual integration path

Concepts serve as the wellspring of practical action, and only through the integration of diverse departmental perspectives can local cultural tourism achieve high-quality development. The government and relevant cultural enterprises, based on tourist interest orientation, determine market demands and construct integration concepts aligned with local development. By using culture to promote tourism, this process elevates local views on the development of Tang poetry culture and tourism industry, promotes local residents' cultural confidence, embodies the value guidance of integrated cultural tourism concepts, and facilitates the symbiosis of culture and tourism. It involves nurturing research teams and establishing an academic hub for Zhedong Tang Poetry research. Firstly, Conducting Academic Activities: This includes hosting academic seminars and forums centered around Zhedong Tang Poetry Road, creating highly recognized poetry road academic forums, with the aim of making them branded and regularized, convening workshops or think tanks one to two times annually. Secondly, Leveraging Government and Academic Institutions: Utilizing the mobilization capacity of government departments and the appeal of academic institutions, attracting experts and scholars familiar with Tang poetry culture, and reinforcing the research team for Zhedong Tang Poetry Road. Thirdly, Encouraging Youth Scholars: Cultivating a group of young scholars dedicated to the research of Zhedong Tang Poetry Road for the intergenerational inheritance of poetry road research. Wide Involvement in Basic Research: Engaging experts and scholars in comprehensive research on Zhedong Tang Poetry Road, aiming to establish a group of influential experts nationally and create an academic hub for Zhedong Tang Poetry research.Conceptual construction, as the foundation, should be disseminated to the general market through diverse channels, thereby fostering related Cultural-tourism integration industries.

5.3.2 Industrial integration path

Guided by the market, the industrial integration path combines the unique features of Tang poetry culture with the design of Cultural-tourism integration concepts. It is supplemented by investments in high-tech for real-time market trend updates, with government and enterprises leading the implementation of industrial integration. Firstly, Business Model Integration: Responding to market demands, engage in cross-industry initiatives and nurture new business models to create or enhance standards and systems for Cultural-tourism integration. Establishing an Industry Alliance: Consider a collaborative think tank approach that combines" Tang Poetry + Industry, "connecting universities, research institutions, cultural tourism industry groups, and establishing the Zhedong Tang Poetry Road Cultural Tourism Industry Alliance. This alliance facilitates effective dialogue mechanisms among the government, think tanks, industry, and market, offering decision guidance for the integrated development of cultural tourism along Zhedong Tang Poetry Road. Regularly Releasing Industry Development Reports: Publish regular blue books on cultural tourism industry development, conduct professional performance evaluations, and provide intellectual support for the formulation of policies and measures supporting the development of cultural tourism industries, thereby contributing to the overall tourism development of Zhedong Tang Poetry Road. Secondly, Resource Integration: Effectively integrate the regional features of the poetry road, protect poetry road resources, and strategically plan resource distribution to fully leverage unique resource advantages. Thirdly, Product Integration: Develop and identify Tang poetry cultural IPs along Zhedong Tang Poetry Road. Conduct in-depth exploration of market potential and valuable cultural resources within seemingly chaotic cultural tourism resources. Identify Tang poetry elements and cultural symbols through multiple iterations, leading to the development of Tang poetry cultural IPs and establishing a distinctive Tang poetry cultural tourism IP system[11].

5.3.3 Market integration path

An orderly, effective, and vibrant market is the prerequisite and foundation for the integrated development of cultural tourism along the poetry road. Market integration necessitates industrial innovation, marketing integration, and regulatory integration. Industrial Innovation: Use tourist attractions as spatial carriers to explore growth points in the cultural tourism industry through Tang poetry tourism research, introducing new consumption hotspots and experiences, and creating a new industry chain after integration. Fostering an Enabling Business Environment: Foster a conducive business environment, optimize business services, and cultivate and strengthen Tang poetry cultural tourism brand enterprises with strong core market competitiveness. These exemplary projects, such as Tang poetry cultural stations, ancient Tang poetry villages, Tang poetry towns, and Tang poetry theme parks, can drive Cultural-tourism integration, leading to the development of new growth points in cultural tourism industries. Developing Marketable Cultural

Tourism Products: Responding to market changes and consumption trends, develop cultural tourism products that resonate and innovate effective marketing methods, cultivating new cultural tourism consumption hot spots. Leveraging "Internet+" Technology: Make full use of the advantages of "Internet+," construct a multidimensional communication system, strengthen the promotion and publicity of Tang poetry road brand image, and utilize the superiority of the "Internet+" era to create a comprehensive and three-dimensional communication path for the Zhedong Tang Poetry Road, shaping its brand image[12]. Government's Role in Market Supervision: The government should strengthen market supervision, maintaining the harmonious and stable development of the cultural tourism market along the poetry road.

5.3.4 Service integration path

Service industry operations inherently involve coordinating multiple functional entities in the market to meet diverse market demands. Service integration requires resource coordination as a preliminary condition, integrating government, enterprise, and talent resources, considering resources related to food, accommodation, transportation, and entertainment. Tailoring Experiences for Different Audiences: Customize experiential packages for different audience groups, such as residents, tourists, and youth, integrating Zhedong Tang Poetry Road cultural project construction with various needs, fully meeting the diverse requirements of different groups. Coordinated Provision of Public Services: After resource integration, various functional departments should collaborate to provide public cultural services, tourism public services, and high-quality tourism services to advance service integration. Scientific Management with Advanced Technologies: The government should engage in scientific management, using advanced technologies like digital information technology as managerial support, enhancing overall technical service content and service levels.

5.4 Cultural-tourism integration Models

In alignment with the paths of Cultural-tourism integration along the Zhedong Tang Poetry Road, several key models for Cultural-tourism integration development have been established: Poetry Tourism Routes, Poetry Experience Activities, and Poetry Brand Construction.

5.4.1 Tang poetry tourism routes

The success of regional tourism development is closely related to the quality of local tourism resources, economic competitiveness, infrastructure levels, marketing strength, and the proactiveness of government tourism policies. Regardless of the type of regional tourism development, the design of tourism routes is crucial for successful tourism industry development. Taking eleven sites along the Poetry Road with rich poetry content as examples, combined with relevant popular attractions, thematic routes such as culinary routes, scenic routes, and study routes are designed based on travel needs, creating dedicated tourist routes for the Zhedong Tang Poetry Road[13].

(1) Following Tang Poetry for Culinary Delights(Table 3): With the flourishing development of "experiential tourism," there is a growing trend among tourists to visit different places primarily to enjoy and experience local cuisine, seeking aesthetic and pleasurable experiences. Therefore, designing culinary routes along the Poetry Road is essential. For example, introducing the "Tianmu Poetry Feast" in Xinchang, known for the renowned Tianmu Mountain. Tianmu Mountain is not just a mountain or a scenic area but also a cultural landmark. Poetry written by poets like Li Bai has inspired Xinchang's development. The feast, integrated with Tang poetry themes, showcases the unique local flavors and cultural heritage of Xinchang[14].

Table 3 Gastronomy To	ours
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Tour Theme	Specific Route	Features	Recommendations
Gastronomy Tour	Tianmu Mountain- Chuanyan Nineteen Peaks- Wozhou Road -Xinchang Great Buddha Temple- Gushan Park	Focused on gastronomy, this route connects major attractions within Xinchang, offering a shared experience of cuisine and scenic beauty.	Visit Tianmu Mountain, Nineteen Peaks, Great Buddha Temple, Gushan Park, and the Tang Poetry Road Museum. Enjoy a Tang Poetry Banquet at Tianmu Mountain and savor local specialties along Wozhou Road.

(2) Following Tang Poetry for Scenic Exploration(Table 4): Each important point along the Zhedong Tang Poetry Road has poetry describing the local scenery. Therefore, each site can integrate Tang poetry culture into its promotion, incorporating the landscapes described in Tang poems and the cultural landscapes behind them into the development of Cultural-tourism integration[15]. Tourism routes can be categorized into mountain and water scenic routes.

Table 4 Mountain and Waterway Scenic Tours

Т	our Theme	Specific Route	Features	Recommendations

Mountain Scenery Tour	Dongshan-Houshan- Kuaiji Mountain- Qinwang Mountain- Nineteen Peaks- Tiantai Mountain	This route mainly focuses on important mountain ranges such as Kuaiji Mountain, Tiantai Mountain, and Dongshan, as mentioned earlier.	Given the significant distances between some of the mountains, it is recommended to use a combination of helicopter or self-driving travel. This route is ideal for young people who enjoy hiking and fitness, allowing them to experience fresh mountain air and nurture both body and mind.
Waterway Scenery Tour	Ruoye Stream- Donghu Lake-Jianhu Wetland Park- Xiaocao Canal- Cao'e River-Shanxi Stream	This route primarily focuses on important rivers and lakes such as Ruoye Stream, Cao'e River, Jianhu Lake, and Donghu Lake. The journey starts from Ruoye Stream, then moves to Donghu Lake, followed by Jianhu Lake, and then travels upstream along Cao'e River to Shanxi Stream.	A combination of car and boat travel is recommended, making the route suitable for a wide range of travelers. The journey offers scenic views along the shores, allowing visitors to appreciate the natural beauty of the waterways.

(3) Following Tang Poetry for Study Tours(Table 5): Study tours decode and reorganize the Tang Poetry Road in Zhedong, incorporating the literary genes, infusing Tang poetry cultural connotations into tourism. This not only promotes the development of tourism in Zhedong but also enhances the cultural-tourism industry[16]. Learning during travel and improving through learning deepen the integration of cultural-tourism industries, making the integration more profound and the products more creative.

Table 5 Study Tours

Tour Theme	Specific Route	Features	Recommendations
Tang Poetry and Calligraphy Study Tour	Lanting Scenic Area- Yunmen Temple- Jinting Temple	This route connects key cultural landmarks in Shaoxing, focusing on calligraphy culture. It's a cultural sacred site where Confucianism, Buddhism, and Daoism converge. It is also the place where the calligraphy master Wang Xizhi spent his later years in seclusion.	Visit the Orchid Pavilion, Lanting Stele, and the Wang Xizhi Memorial Hall to experience the beauty of calligraphy and soak in the influence of Buddhist culture.
Tang Poetry Road Celebrity Study Tour	Jianhu Lake - Yue Wang Terrace - Dayu Tomb - Lanting - Kuaiji Mountain - Ruoye Stream - Wozhou Lake - Tiantai Mountain	The "Immortal Poet" Li Bai visited the Shanzhong area three times, exploring many attractions in Shaoxing. This route follows in Li Bai's footsteps, offering visitors a chance to appreciate the natural beauty and local customs of Shaoxing.	The route offers a blend of scenic landscapes and historical landmarks, allowing travelers to not only admire the beauty of Shaoxing but also engage with the legacies of figures such as King Yue.

5.4.2 Tang poetry experience activities

Using Tang poetry as a development script for the Zhedong Tang Poetry Road, the "Tang Poetry+" model is employed to promote joint development with tourism. Relevant departments simultaneously activate Tang poetry resources, drive local tourism development and operations, create poetry brand integration, promote the cultural-tourism integration and establish the "Tang Poetry Road" brand in Zhedong. The model is also used for the development of poetry experience activities. Based on different tourism themes, activities like "Tang Poetry+" home-stays, "Tang Poetry+"cuisine, and "Tang Poetry+" wine tasting are designed. Guided by Tang poetry culture, these activities facilitate a cross-millennial dialogue with the Tang dynasty.

"Tang Poetry+" Home-stay Experience: Leveraging the advantages of "humanities + green mountains + clear waters" in Zhedong, major cultural tourism platforms and projects are developed. Exploring the development path of the middle and high-end home-stay industry with Zhedong Tang Poetry characteristics, quality home-stays become windows to showcase Zhedong culture, landscapes, lifestyles, and stories, leaving visitors with unforgettable experiences, impressions, and memories of Zhedong. For example, the Shangshitan Tang Poetry Hall in Xinchang, a boutique cultural home-stay, is located in Tianmu Mountain along the Zhedong Tang Poetry Road. Tianmu Mountain, known for being a spiritual home for literati and monks over the ages, is said to be "a mountain, a scenic area, and half of all Tang poems." [17] In this home-stay brand development, Shangshitan proposes the concept of "Five Types of Home-stays," with cultural experiential types integrating "Tang Poetry+". The home-stay provides visitors with an unforgettable journey into Tang poetry culture through features like "Tang Poetry-themed room design", "Tang Poetry interpretation and guidance" and "Tang Poetry-themed cultural activities".

"Tang Poetry+" Wine Tasting Experience: In the year 353 AD during the Yonghe reign of Emperor Mu of Jin Dynasty, the renowned calligrapher Wang Xizhi, along with literati Xie An and Sun Chuo, held a gathering of friends at the Orchid Pavilion in Shanyin County. Seated around, they floated wine cups down a stream, each participant composing poetry. To record this event, Wang Xizhi was nominated to write a preface, giving birth to the Preface to the Orchid

Pavilion known as the "first running script in the world". When people recall this history, they not only appreciate the ancient ink marks but also admire a moment in time, a sentiment, and an irreplaceable gathering. The "Tang Poetry+" wine tasting experience explores how to combine the refined sentiments of ancient literati with modern wine culture, providing a richer and deeper cultural tourism experience. Through poetry-themed wine gatherings, visitors can profoundly experience the cultural connotations of Zhedong Tang poetry while savoring Huangjiu (Chinese yellow rice wine). This experience allows visitors to taste the poetic and thoughtful era while enhancing the richness and diversity of Cultural-tourism integration along the Zhedong Tang Poetry Road[18].

"Tang Poetry+" Costume Experience: The "Tang Poetry+" costume experience presents a profound and unique fusion of literature and fashion. This experience not only pays homage to Tang Dynasty literature but also represents a perfect combination of tradition and modernity, with significant academic value. The design inspiration for "Tang Poetry+" costumes comes from classic Tang Dynasty poems. Designers skillfully incorporate these ancient verses into clothing through exquisite design and craftsmanship. For example, on a flowing robe, the unique embroidery technique presents the landscapes described in Libai's Dreaming of the Lantian Mountains and Parting Words. This design not only demonstrates respect for Tang Dynasty literature but explores new creative spaces in the fashion field. Moreover, "Tang Poetry+" costumes go beyond artistic expression in appearance; attention is also paid to technology and comfort. Advanced fabrics, craftsmanship, and comfort designs ensure that these costumes not only possess artistic beauty but also meet the demands of modern life. Throughout the costume experience, the theme of Tang poetry culture is consistently present. Participants can appreciate the exquisite design of the costumes and feel the immersion of Tang poetry culture. The activity is decorated with elements of Tang Dynasty art, guiding customers into an environment full of classical atmosphere. The activity cleverly integrates classical and modern music, creating a cultural feast that blends the beauty of different eras. This experience not only injects new fashion vitality into Tang poetry culture but also provides new development impetus for the cultural tourism industry in Zhedong.

5.4.3 Tang poetry brand construction

Under the deep integration of culture and tourism, constructing the tourism brand of the Zhedong Tang Poetry Road requires emphasizing digitalization and professionalization to provide visitors with a profound cultural experience during their travels.

5.4.3.1 Digitalization

The branding of the Zhedong Tang Poetry Road must keep pace with the times and foster innovative development. Leveraging the advantages of "Internet+" technology, a multidimensional dissemination system should be established to enhance the promotion of the brand's image. The abundant cultural assets along the Tang Poetry Road—artistic treasures, folk culture, legends, renowned villages, and historical sites—provide rich materials and practical significance for shaping the brand. The promotional efforts should capitalize on the advantages of "Internet+" by integrating the authoritative reach of traditional media like newspapers and television with the rapid, concise, and accessible nature of new media platforms, including WeChat, Weibo, and Douyin. This multidimensional approach will facilitate comprehensive and immersive promotion of the cultural "pearls" along the route, thus constructing a distinctive and impactful brand image for the Zhedong Tang Poetry Road.

One aspect involves using big data to establish "Digital Poetry Road" e-terminal experience centers, promoting intelligent sightseeing and the creation of a "Digital Poetry Road" museum. A database dedicated to the Zhedong Tang Poetry Road can support multidimensional promotion through websites, public accounts, and promotional videos, fostering the dynamic inheritance and preservation of Tang poetry. Marketing strategies can combine online platforms like websites, apps, WeChat, and Douyin with offline channels such as travel agencies and scenic spot ticket offices. Online services, such as QR codes, electronic guides, and audio tours, should complement physical experiences, creating a "Digital Tang Poetry Road in Eastern Zhejiang" and enhancing the brand image of related scenic areas. Additionally, employing virtual reality (VR) technologies to enrich the presentation of the Poetry Road with artistic scenes and holographic images can vividly recreate its historical glory. This approach facilitates human-machine interaction and bridges ancient and modern experiences. By integrating virtual and real elements, visitors can immerse themselves in the charm of the Poetry Road and experience its cultural essence through an engaging, multisensory journey[19].

5.4.3.2. Professionalization

Professionalization emphasizes in-depth exploration, analysis, and understanding of the cultural, historical, artistic, and tourism values of the Zhedong Tang Poetry Road, ensuring these elements are effectively integrated into brand development.

To achieve this, the first step is to establish a high-level think tank comprising government bodies, academic institutions, cultural organizations, and industry experts. This think tank would provide professional insights and recommendations in areas such as poetry road culture, history, art, and tourism, guiding the direction of brand construction[20]. Experts would contribute their specialized knowledge and research outcomes to ensure the cultural value of the Poetry Road is thoroughly explored and preserved. Second, a dedicated research team should be formed to deepen professional studies on the Tang Poetry Road. This team would undertake extensive field surveys and investigations, gathering comprehensive research materials and data. Third, academic forums and seminars should be regularly organized to facilitate the exchange of ideas. These events would attract scholars, experts, and researchers from domestic and international spheres to discuss issues related to the Tang Poetry Road. Topics could encompass various aspects of the Poetry Road, such as its historical evolution, cultural heritage, artistic expression, and tourism development. Finally, the outcomes of professional research should be disseminated through academic publications, research reports, and

scholarly journals. This will share the findings on the integration of culture and tourism along the Tang Poetry Road with academia and the broader public, further solidifying its cultural and academic significance.

6 SUMMARY AND CONCLUSIONS

6.1 Main Conclusions

This study, based on grounded theory, constructs a multidimensional integration model for the Cultural-tourism integration development of the Zhedong Tang Poetry Road. It systematically explains the key elements and theoretical logic of this development. The findings are as follows. First, four elements—integration content, integration subjects, integration paths, and integration models—have a significant impact on the Cultural-tourism integration development of the Zhedong Tang Poetry Road. Among them, enterprises and government entities influence the integration process through product and resource integration, resource entities affect it through element integration, and resident entities participate by coordinating and cooperating. This forms four major integration paths: conceptual integration, industrial integration, market integration, and service integration. Ultimately, the model of developing premium tourist routes and enhancing experiential activities along the poetry road attracts tourist entities to participate in the integrated development of cultural tourism. Second, the dimensions within the four elements are mutually independent. Not only do they individually influence the Cultural-tourism integration development along the Tang Poetry Road, but they can also partially overlap, producing a collective impact. Third, integration paths and integration models exert a dynamic, cyclic promoting effect on the Cultural-tourism integration development of the Zhedong Tang Poetry Road.

6.2 Theoretical Contributions

This study employs grounded analysis using diverse sources, such as interview data, to construct a multidimensional integration model for the Cultural-tourism integration development of Zhedong Tang Poetry Road—comprising integration of Zhedong Tang Poetry Road has primarily adopted a single perspective, such as tourism, culture, promotion, industry, and business. These mainstream Cultural-tourism integration along Zhedong Tang Poetry Road, lacking a systematic analysis of the relationships between these factors. In contrast, this study, based on grounded theory and utilizing both online text and on-site interview data, constructs a multidimensional integration model for the development of Cultural-tourism integration along Zhedong Tang Poetry Road. It systematically reveals the logical relationships and chains of logic between the elements. From a systems theory perspective, this research offers a more comprehensive theoretical framework for the development of Cultural-tourism integration along Zhedong Tang Poetry Road. The model outlined in this study contributes to a more thorough understanding of how integration entities influence the integration process, what integration paths are formed, and how Cultural-tourism integration development is achieved through specific integration models.

6.3 Research Limitations and Future Directions

This study has certain limitations, and further refinement and expansion are necessary for future research.(1)Due to the complexity of the Zhedong Tang Poetry Road concept and its cultural characteristics, this study has only explored some common factors affecting the development of Cultural-tourism integration along the Poetry Road and their logical relationships. In the future, a more in-depth investigation could be conducted by categorizing and exploring case data or through multiple-case comparisons. This approach would provide a more comprehensive understanding of the specificities and diversities involved in the development of Cultural-tourism integration along the Zhedong Tang Poetry Road. (2)As a qualitative research method, grounded research based on multi-source interview data is beneficial for discovering new concepts and theories. However, certain aspects such as the reliability and validity need further improvement. Subsequent research could complement and deepen the findings through quantitative empirical studies. For instance, the obtained categories could be further conceptualized and operationalized. Methods such as questionnaire surveys and qualitative comparative analysis (fsQCA) could be employed to further explore the influencing mechanisms behind the development of Cultural-tourism integration along the Zhedong Tang Poetry Road. This would enhance the overall robustness of the research conclusions. In summary, while this study has laid a foundation for understanding the dimensions and dynamics of Cultural-tourism integration along the Zhedong Tang Poetry Road, future research efforts should address these limitations and explore additional avenues to provide a more comprehensive and nuanced understanding of this complex phenomenon.

COMPETING INTERESTS

The authors have no relevant financial or non-financial interests to disclose.

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UNLOCKING CORPORATE GREEN TECHNOLOGICAL INNOVATION WITH ARTIFICIAL INTELLIGENCE: THE MODERATING IMPACT OF CEO GREEN EXPERIENCE

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Abstract: Amid escalating global environmental challenges, understanding how technological advancements drive sustainable innovation has become a critical topic. This study empirically examines the impact of artificial intelligence (AI) adoption on corporate green technological innovation using a sample of Chinese-listed companies from 2010 to 2023. The findings indicate that AI adoption significantly enhances green innovation performance. Additionally, the CEO green experience positively moderates the relationship between AI and green innovation, amplifying AI's positive impact. Furthermore, internal control quality and R&D investment are identified as mediating mechanisms through which AI influences green innovation, unveiling the internal pathways through which AI fosters sustainable innovation. By revealing these mechanisms, this study deepens the understanding of how AI drives sustainability within corporate structures. It not only provides empirical evidence on AI's role in promoting green innovation at the firm level but also highlights the importance of executives' environmental awareness and the roles of internal control and R&D investment. These findings carry significant practical implications for companies aiming to achieve sustainability through AI and for policymakers seeking to promote green innovation through technological advancements.

Keywords: Artificial Intelligence; Green technological innovation; CEO green experience; Sustainable innovation; Corporate social responsibility

1 INTRODUCTION

Below is the revised text with APA-style citations replaced by sequential numeric citations in the format [1-6,8], following the order of appearance as established in the reference list provided earlier. The references are numbered based on their first mention in the text.

Considering the growing global challenges of climate change and environmental pollution, promoting sustainable development has become a shared goal for the international community [1]. The signing of international agreements such as the Paris Agreement highlights the global emphasis on environmental protection and climate change [2]. As key players in economic activities, corporations are not only major contributors to resource consumption and pollution but also crucial drivers of green transformation and technological innovation [3]. Green technological innovation, defined as the development and application of environmentally friendly technologies to reduce environmental impact and foster coordinated economic and environmental growth [4], not only helps lower pollution and resource consumption but also creates new market opportunities and competitive advantages for businesses [5]. For instance, companies developing energy-saving technologies often gain a competitive edge under increasingly stringent environmental regulations [6]. However, how to effectively foster green technological innovation within firms remains a pressing issue [7].

Artificial Intelligence (AI), as a driving force behind the latest technological revolution and industrial transformation, is profoundly reshaping production processes and business models across various sectors [8]. With its capabilities in data analysis, pattern recognition, and autonomous learning, AI offers unprecedented opportunities for corporate innovation [9]. It enables firms to better identify market demands, optimize resource allocation, and improve production efficiency, thus supporting green technological innovation [10]. For example, AI applications in manufacturing allow for smart production and precise control, leading to reduced energy and raw material consumption [11]. In the energy sector, AI can optimize energy management systems and enhance the efficiency of renewable energy utilization [12]. However, the specific ways in which AI impacts green technological innovation and the mechanisms behind this influence are still underexplored.

At the same time, the background and characteristics of top executives play a critical role in corporate strategic decisions [13]. Upper Echelons Theory suggests that a manager's values, cognition, and experiences shape the firm's perception of the external environment and strategic choices [14]. CEOs with green experience are particularly likely to prioritize environmental protection and sustainable development, supporting eco-friendly projects and green technology development [15]. These CEOs may pay greater attention to environmental performance and respond more proactively to environmental regulations and market demands for green initiatives [16]. Their environmental awareness and values could strengthen AI's role in driving green technological innovation, accelerating the company's green transition [17]. Therefore, examining the role of CEO green experience in AI's impact on green technological innovation has significant theoretical and practical relevance.

Additionally, the quality of internal controls and R&D investment are important factors influencing green technological innovation [18]. High-quality internal controls ensure effective strategy implementation, reduce risks, and improve

operational efficiency [19]. A robust internal control system facilitates the efficient allocation of resources, supporting sustained investment in green technology R&D [20]. Adequate R&D investment, in turn, provides the financial resources necessary for technological innovation [21]. However, R&D activities are often high-risk and uncertain, requiring strong risk management and innovation capabilities from firms [22]. AI could further enhance green technological innovation by improving internal control quality and increasing R&D investment [23]. For example, AI can boost internal control effectiveness through automated audits and real-time risk monitoring [24]. It also helps firms more accurately assess the risks and returns of R&D projects, optimizing R&D resource allocation. However, the specific mechanisms through which these channels affect the relationship between AI and green technological innovation require further research.

The focus on Chinese-listed companies as the research sample is particularly significant in this study. First, China, as the world's second-largest economy and largest developing country, is in a rapid phase of industrialization and urbanization, facing immense energy consumption and environmental pressures [25]. Chinese firms play a significant role in global carbon emissions and resource consumption, making them critical to global environmental governance [26]. Second, the Chinese government places strong emphasis on green development and technological innovation, implementing various policies to encourage companies to pursue green technological innovation and adopt AI [27][28]. This policy environment provides a unique backdrop for studying AI's role in corporate green technological innovation. Lastly, Chinese-listed companies offer high data availability and transparency, with their business scale and industry distribution being representative, enhancing the reliability and generalizability of the research findings [29]. Thus, exploring the impact of AI on green technological innovation in Chinese-listed firms not only enriches the theoretical literature but also offers practical insights for companies in China and other emerging economies.

This study advances the existing literature in three contributions: (1) It empirically tests the direct impact of AI on green technological innovation at the firm level. Previous research has mostly focused on AI's macro-level applications or its influence on overall innovation capacity, with limited empirical analysis of how AI specifically promotes green technological innovation within firms. This paper, using a sample of Chinese listed companies, offers a deeper exploration of AI's role in driving green innovation at the firm level, contributing to the intersection of AI and sustainability studies, and providing fresh insights into how firms can harness AI for green innovation. (2) It uncovers the moderating effect of CEO green experience on the relationship between AI and green technological innovation. While existing research has rarely explored how executive characteristics influence the outcomes of AI applications, this study introduces the Upper Echelons Theory to examine how CEOs with green experience enhance AI's role in promoting green technological innovation. It highlights the pivotal role of executive environmental awareness in shaping the use of technology and fostering green innovation, filling a gap in the literature on leadership traits and green innovation. (3) It elucidates the mediating mechanisms of internal control quality and R&D investment in AI's promotion of green technological innovation. By analyzing the channels through which internal control and R&D investment operate, the paper delves into the underlying mechanisms of AI's impact on green innovation. This approach not only deepens the understanding of AI's pathways but also provides theoretical support for firms aiming to improve internal controls and optimize R&D resource allocation to enhance green innovation capabilities.

The remainder of this paper is organized as follows: Section 2 reviews the literature relevant to our study. Section 3 describes the data and methodology employed. Empirical findings and discussion are presented in Sections 4 and 5. Finally, Section 5 offers conclusive remarks and summarizes the key insights of the paper.

2 LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 AI and Green Technological Innovation

In recent years, the impact of Artificial Intelligence (AI) on corporate innovation and sustainable development has garnered widespread attention [30]. However, research on how AI specifically fosters green technological innovation at the firm level remains relatively underexplored, which presents a critical gap and research opportunity for this study.

Numerous scholars have examined the influence of AI on corporate innovation capabilities. Johnson et al. (2022) found that firms utilizing AI technology exhibit exceptional performance in patent output and technological breakthroughs, suggesting that AI can effectively accelerate the process of technological innovation [31]. Similarly, Brem et al. (2021) highlighted that AI, as a general-purpose technology, is reshaping corporate innovation models [32]. Meanwhile, the drivers of green technological innovation have also attracted significant attention. Huang and Huang (2024) pointed out that government environmental policies, market pressure for green demand, and internal resource allocation within firms are the primary driving forces behind green technological innovation [33]. These factors, viewed from both external and internal perspectives, underscore the complexity of green innovation.

The resource-based view (RBV) emphasizes that a firm's unique resources and capabilities are the sources of its competitive advantage [34]. As an emerging and scarce technological resource, AI enhances firms' innovation capabilities, particularly in the green technology domain [35]. Firms equipped with AI can leverage precise technological analysis and optimized resource allocation to drive the development and application of green technologies. Additionally, the dynamic capabilities theory suggests that firms can maintain competitive advantages in a rapidly changing environment by continuously adjusting and reconfiguring their resources and capabilities [36]. AI endows firms with the agility to swiftly respond to environmental regulations and market demand for green technologies, thereby facilitating technological innovation [37].

Moreover, regarding the relationship between AI and sustainable development goals, Kulkov et al. (2024) explored AI's applications in environmental monitoring, pollution control, and resource management, asserting that AI can significantly contribute to achieving global sustainability objectives [38]. However, these studies are predominantly conducted at the macro level, lacking in-depth analysis of specific pathways for green technological innovation at the firm level. To address this research gap, the present study investigates how AI directly influences green technological innovation within firms. Based on the above analysis, this study proposes the following hypothesis: *H1: Artificial Intelligence significantly promotes green technological innovation within firms*.

2.2 The Moderating Role of CEO Green Experience

Against the backdrop of escalating global environmental challenges, the role of firms in driving green technological innovation has become increasingly critical. Artificial Intelligence (AI), as a significant tool for promoting green technological innovation, has garnered widespread attention. However, the impact of AI on green innovation may vary depending on the characteristics of corporate leaders.

Upper Echelons Theory posits that the background, values, and experiences of top executives profoundly influence their strategic decisions and organizational performance [39]. CEOs with green experience are more likely to prioritize environmental protection and sustainable development, directly influencing their support for and application of AI in green innovation [40]. These CEOs may be more inclined to allocate resources towards AI-driven green technology research and development, seeking to achieve a win-win outcome for both environmental and economic benefits [41]. Social Cognitive Theory further corroborates this view. Mischel (1973) emphasizes that individuals' past experiences and social environmental initiatives within their firms and actively support the application of AI in green innovation [43]. They may also be more proactive in collaborating with external environmental organizations and technological institutions to access the latest green technologies and knowledge.

Empirical research supports the theoretical perspectives mentioned above. Arena et al. (2018) found that CEOs with environmental backgrounds are more inclined to support technological innovation, particularly green technological innovation [44]. Shu et al. (2020) noted that CEOs' environmental awareness enhances firms' receptivity to new technologies, thereby improving green innovation performance [45]. Quan et al. (2021) further demonstrated that CEOs with green experience reinforce the positive impact of environmental regulations on green innovation, indicating that when CEOs have green experience, the effect of environmental regulations on green innovation becomes more pronounced [46].

Based on the above analysis, it can be inferred that CEOs' green experience may influence firms' AI adoption strategies, thereby enhancing AI's contribution to green technological innovation. CEOs with green experience are more likely to integrate AI into green innovation strategies, leading to higher levels of green technological innovation. This not only improves firms' environmental performance but also strengthens their competitive advantage and social reputation. Thus, the following hypothesis is proposed:

H2: CEOs' green experience positively moderates the impact of Artificial Intelligence on green technological innovation.

2.3 The Mechanism of Internal Control Quality and R&D Investment

2.3.1. The Impact of AI on Internal Control Quality and Its Role in Green Technological Innovation

Internal control quality refers to the effectiveness of a set of policies and procedures established by firms to ensure the reliability of financial reporting, operational efficiency, and regulatory compliance [47]. High-quality internal control enhances firms' operational efficiency, risk management capabilities, and information transparency, thereby promoting sustainable development [48].

The application of AI technologies can significantly improve internal control quality. On one hand, AI leverages big data analytics and machine learning to monitor and identify potential risks and irregularities in real time, strengthening firms' risk management capabilities [49]. On the other hand, AI automates internal auditing processes, improving both audit efficiency and accuracy while reducing human error [50].

High-quality internal control facilitates green technological innovation. Robust internal control ensures efficient resource allocation, thereby supporting investment in green technology R&D [51]. Moreover, enhanced internal control improves the quality of environmental information disclosure, bolstering a firm's environmental image and social responsibility, which further incentivizes green innovation [52]. Based on this analysis, we propose the following hypothesis:

H3a: AI promotes green technological innovation by improving internal control quality.

2.3.2. The Impact of AI on R&D Investment and Its Role in Green Technological Innovation

R&D investment is a key driver of technological innovation. Sufficient R&D funding provides the necessary financial and resource support for green technological innovation [53]. However, R&D activities often involve high risk and uncertainty, which may result in financial constraints and uncertainties regarding investment returns.

The application of AI technologies can influence firms' R&D investment decisions. On one hand, AI improves operational efficiency and profitability, enabling firms to generate more internal funds for R&D activities [54]. On the other hand, AI's data analytics and predictive models help firms more accurately assess the potential benefits and risks

of R&D projects, optimizing the allocation of R&D resources [55].

Increased R&D investment drives green technological innovation. Greater financial support enables firms to develop new green products and processes, enhancing their innovation capabilities and market competitiveness [56]. Additionally, increased R&D investment fosters collaboration between firms and research institutions or universities, enabling access to cutting-edge green technology knowledge [57]. Based on this analysis, we propose the following hypothesis:

H3b: AI promotes green technological innovation by increasing R&D investment.

3 METHODOLOGY

3.1 Data and Sample

This study focuses on Chinese A-share listed companies from 2010 to 2023, as 2010 marked a pivotal year in the development of AI technology and industry in China. With breakthroughs in big data, cloud computing, and deep learning [57], AI entered a period of rapid growth. Simultaneously, the Chinese government introduced a series of supportive policies, such as the Decision on Accelerating the Cultivation and Development of Strategic Emerging Industries (2010) and the New Generation Artificial Intelligence Development Plan (2017) [58,59]. These policies created a favorable environment for AI adoption and green technological innovation within firms. Therefore, selecting 2010 as the starting year allows us to capture the dynamics of AI's influence on green innovation, while 2023 provides the most recent available data, ensuring the study's relevance and comprehensiveness. By analyzing data from 2010 to 2023, we can evaluate the long-term impact of AI on green innovation and track its development over time.

The study sample includes A-share listed companies from the Shanghai and Shenzhen stock exchanges, with data sourced from various channels. Financial and governance data were obtained from the CSMAR database, while AI-related patents were collected through the China National Intellectual Property Administration (CNIPA) using keyword searches and International Patent Classification (IPC) codes. Green innovation data were similarly sourced through CNIPA using green patent classification guidelines. CEO information, including educational background and work experience, was manually gathered from annual reports and company announcements to identify CEOs with green experience (CGE). To ensure data quality, financial firms were excluded due to their unique accounting standards and regulatory environment. Missing and outlier data were removed, and continuous variables were Winsorized at the 1% and 99% levels to reduce the influence of extreme values. The model also controlled for industry and year fixed effects, using the China Securities Regulatory Commission's industry classification standards. After screening, the final sample comprised 32,820 firm-year observations, representing key industries such as manufacturing, services, and high-tech sectors, with broad representativeness.

3.2 Variables of Study

3.2.1 Independent variable

The independent variable in this study is the level of AI application (AI). Drawing on previous research [59-61], we measure AI applications by the number of AI-related patents filed annually by listed companies. These patents represent the AI technologies possessed by the companies [62] and serve as an indicator of their AI output. This can be cross-referenced with annual reports to further verify the company's AI capabilities. Data on the titles, abstracts, application dates, applicants, and classification numbers of patents filed by Chinese-listed companies were obtained from the Intellectual Property Rights Database (IRPDB). Using applicant information, we matched the patents to their respective companies and identified AI-related patents through keyword searches in the titles and abstracts. These patents were categorized as AI patents. To quantify a company's AI application level (AI), we calculated the natural logarithm of the number of AI patents filed each year plus one (Lnpatents).

3.2.2 Dependent variable

Additionally, we measure corporate green technological innovation (Green) by referencing [63] and using the number of green patent applications. Specifically, the number of green utility model patent applications measures the quantity of green innovation (GreNum), while the number of green invention patent applications represents the quality (GreQua). Their sum reflects the overall level (GreTotal) of green technological innovation. This method captures both the breadth and depth of a company's green innovation efforts. To normalize the data and mitigate skewness, we add one to each count and take the natural logarithm, as commonly practiced in the literature.

3.2.3 Moderating variables

CEO Green Experience (CGE). Building on previous research on CEOs' educational and professional backgrounds [64-66], this study manually reviews executive resumes to identify whether CEOs have received "green" education or participated in "green" work. CEO Green Experience (CGE) is a binary variable indicating if a CEO has environmental leadership or green business experience [67]. This is determined by evaluating the CEO's past roles, education, and professional background [68]. A value of 1 indicates significant green experience, while 0

3.2.4 Mediator variable

R&D Investment (R&D): R&D investment is a key indicator of a firm's innovation capacity and technological advancement. According to the existing literature, there are two main ways to measure R&D investment: in relative terms and absolute terms. Following [69], this study adopts the ratio of R&D expenditures to total assets as the measure of R&D investment, which captures the relative scale of a firm's commitment to innovation.

Internal Control Quality (ICI): Internal control quality is a crucial factor influencing a firm's governance and risk management capabilities. Drawing on the methodology from [70], this study uses the internal control index system provided by the Dibo Internal Control and Risk Management Database to measure a firm's internal control quality. A higher value of this index indicates better internal control quality, and it is denoted as ICI. To ensure consistency in the data magnitude across variables and to facilitate analysis, this study normalizes the internal control index by dividing its value by 100.

3.2.5 Control variables

We include firm size, as larger firms typically possess more resources to invest in AI and sustainability initiatives. Leverage (Lev) is considered because it influences a firm's investment capacity and risk-taking behavior. Return on Equity (ROE) reflects financial performance, indicating how efficiently a firm uses its equity to generate profits. Growth rate is included, as growing firms are more likely to adopt new technologies. Financial leverage (FL) represents the firm's capital structure. Additionally, board structure, CEO duality, Tobin's Q, firm age, and whether the firm is audited by a Big 4 accounting firm (Big 4) are included to control for corporate governance and market valuation factors. The detailed variable definitions are shown in Table 1.

Table 1 Classification and Definition of Main Variables				
Variable Name	Symbol	Туре	Definition and Measurement Method	
Green Technological Innovation	Green	Dependent Variable	The natural logarithm (plus 1) of the number of green patents is used to smooth data and reduce skewness: Green = $\ln(\text{green patent} + 1)$.	
Artificial Intelligence	AI	Independent Variable	The natural logarithm (plus 1) of AI patents is used to smooth the data: $AI = ln(AI patent count + 1)$.	
CEO Green Experience	CGE	Moderating Variable	If the CEO has experience in environmental leadership or green business, the variable is 1; otherwise, it is 0.	
Internal Control Quality	ICI	Mediating Variable	ICI = (internal control index / 100).	
R&D Investment	R&D	Mediating Variable	LnR&D = ln(R&D expenditure + 1).	
Firm Size	Size	Control Variable	Size = $\ln(\text{total assets})$.	
Leverage	Lev	Control Variable	Lev = (total liabilities / total assets).	
Debt-to-Equity Ratio	DER	Control Variable	DER = (total liabilities / shareholders' equity).	
Return on Equity	ROE	Control Variable	ROE = (net profit / shareholders' equity).	
Cash Flow	Cashflow	Control Variable	Cashflow = (net cash flow from operating activities / total assets).	
Growth	Growth	Control Variable	Growth = (current period revenue - previous period revenue) / previous period revenue.	
Financial Leverage	FL	Control Variable	The ratio of financial liabilities to total assets,	
Board Size	Board	Control Variable	Board = $\ln(\text{board members})$.	
CEO Duality	Dual	Control Variable	If the CEO serves as chairman, the variable is 1; otherwise, it is 0.	
Tobin's Q	TobinQ	Control Variable	TobinQ = (market value / replacement cost of assets).	
Firm Age	FirmAge	Control Variable	FirmAge = ln(firm age).	
Audit Quality	Big4	Control Variable	A dummy variable indicating whether the firm is audited by one of the Big Four accounting firms. If yes, the variable is 1; otherwise, it is 0.	

3.3 Model Specification

To empirically test our hypotheses regarding the impact of artificial intelligence (AI) on firms' green technology innovation, the moderating effect of CEO's green experience, and the mediating roles of internal control quality and R&D investment, we construct the following regression models.

3.3.1 Benchmark regression model construction

To test Hypothesis 1, which posits that AI adoption significantly promotes firms' green technology innovation, we establish the following benchmark regression model:

$$Green_{i,t} = \beta_0 + \beta_1 A I_{i,t} + \beta_2 Size_{i,t} + \beta_3 Lev_{i,t} + \beta_4 ROE_{i,t} + \beta_5 Growth_{i,t} + \beta_6 FL_{i,t} + \beta_6 ard_{i,t} + \beta_8 Dual_{i,t} + \beta_9 TobinO_{i,t} + \beta_{10} FirmAge_{i,t} + \beta_{11} Big4_{i,t} + \Sigma Year_t + \Sigma Ind_t$$
(1)

 $\beta_7 Board_{i,t} + \beta_8 Dual_{i,t} + \beta_9 TobinQ_{i,t} + \beta_{10} FirmAge_{i,t} + \beta_{11} Big4_{i,t} + \Sigma Year_t + \Sigma Ind_t$ (1) Where: *Green*_{i,t} is the green technology innovation level of firm *i* in year *t*, measured by the number of green patents or green R&D intensity; $AI_{i,t}$ represents the adoption of artificial intelligence by firm *i* in year *t*. $\Sigma Year_t$ represents year fixed effects to control for time-specific factors. ΣInd_t represents industry fixed effects to control for industry-specific factors.

This model allows us to assess the direct effect of AI adoption on green technology innovation while controlling for other firm-specific characteristics that may influence innovation activities.

3.3.2 Moderating effect regression model construction

To test Hypothesis 2, which suggests that the CEO's green experience positively moderates the relationship between AI

adoption and green technology innovation, we construct the following regression model with an interaction term: Direct Method:

Indirect Method:

$$\text{Green}_{it} = \beta_0 + \beta_1 \text{AI}_{it} + \beta_2 \text{GE}_{it} + \beta_3 \text{Control Variables}_{it} + \epsilon_{it}$$
(2)

$$Green_{it} = \beta_0 + \beta_1 AI_t + \beta_2 CGE_{it} + \beta_3 (AI_{it} \times CGE_{it}) + \beta_4 Control Variables_{it} + \epsilon_{it}$$
(3)

A positive and significant coefficient β_3 of the interaction term would indicate that CEO's green experience strengthens the positive effect of AI on green technology innovation.

3.3.3 Intermediary mechanism model construction

To examine the mediating effects proposed in Hypotheses 3a and 3b, which posit that AI promotes green technology innovation through improving internal control quality and increasing R&D investment, we employ the causal steps approach to mediation analysis. The mediation effect is tested through the following set of equations.

$$Green_{i,t} = \alpha + \beta_1 A I_{i,t} + \sum \beta_k Control_{i,t} + \sum Year_t + \sum Ind_i + \epsilon_{i,t}$$
(4)

$$Mediator_{i,t} = \gamma + \beta_2 Green_{i,t} + \Sigma \beta_k Control_{i,t} + \Sigma Year_t + \Sigma Ind_i + \tau_{i,t}$$
(5)

$$Green_{i,t} = \alpha' + \beta_3 Mediator_{i,t} + \beta_4 AI_{i,t} + \sum \beta_k Control_{i,t} + \sum Year_t + \sum Ind_i + \xi_{i,t}$$
(6)

In summary, the steps referee by [71] involves first establishing a direct relationship between AI and green technology innovation, then showing that AI affects the mediators (internal control quality and R&D investment), and finally confirming that the mediators explain part or all the effect of AI on green technology innovation.

By specifying these models, we aim to comprehensively investigate the direct effect of AI on green technology innovation, the moderating role of the CEO's green experience, and the mediating mechanisms through internal control quality and R&D investment. This approach will provide robust empirical evidence to support our hypotheses and contribute to the understanding of how AI influences sustainable innovation within firms.

4 RESULT

4.1 Descriptive Statistics

We first present a descriptive statistical analysis of the key variables, with the results shown in Table 2. According to the data, the mean value of Artificial Intelligence (AI) is 1.187, with a standard deviation of 0.767, while the mean value of Green Innovation (Green) is 0.767, also with a standard deviation of 0.767, aligning with existing data on AI and green technological innovation in Chinese listed companies [72]. Regarding the control variables, the mean value of firm size (Size) is 1.295, indicating that the sample firms generally possess large asset bases. The mean leverage ratio (Lev) is 0.204, reflecting a moderate level of financial leverage across the firms. The mean debt-to-equity ratio (DER) is 1.289, suggesting that the financial risk associated with the firms warrants attention. The mean return on equity (ROE) is 0.134, indicating the overall profitability of the firms. The mean cash flow (Cashflow) is 0.069, demonstrating relatively stable cash flow conditions within the firms, consistent with the characteristics of Chinese listed companies [73]. Additionally, the mean growth rate (Growth) is 0.409, while the mean financial flexibility (FL) is 0.999, close to 1. The mean board size (Board) is 0.198, the mean value for CEO duality (Dual) is 0.447, and the mean Tobin's Q ratio (TobinQ) is 1.363. The mean firm age (FirmAge) is 0.336, and 24.1% of the sample firms are audited by the Big Four accounting firms (Big4), with a mean value of 0.241.

Table 2	Descriptive	Statistical	Analysis
	2		1 11101 9 010

VARIABLE	SD	MIN	P25	P50	P75	MAX	Observations
AI	1.187	0.000	0.000	0.000	1.386	6.040	32,820
Green	0.767	0.000	0.000	0.000	0.000	6.616	32,820
Size	1.295	19.585	21.352	22.089	23.017	26.452	32,820
Lev	0.204	0.027	0.268	0.425	0.583	0.908	32,820
DER	1.289	0.028	0.365	0.739	1.398	9.856	32,820
ROE	0.134	-0.926	0.027	0.071	0.121	0.437	32,820
Cashflow	0.069	-0.222	0.008	0.046	0.087	0.267	32,820
Growth	0.409	-0.658	-0.026	0.107	0.270	4.024	32,820
FL	0.999	-1.982	0.963	1.050	1.275	11.549	32,820
Board	0.198	1.609	1.946	2.197	2.197	2.708	32,820
Dual	0.447	0.000	0.000	0.000	1.000	1.000	32,820
TobinQ	1.363	0.802	1.234	1.611	2.321	15.607	32,820
FirmAge	0.336	1.099	2.708	2.944	3.178	3.611	32,820
Big4	0.241	0.000	0.000	0.000	0.000	1.000	32,820

4.2 Baseline Regression

To examine the impact of artificial intelligence on firms' green technological innovation, a benchmark regression analysis was conducted, with the results presented in Table 3. Model (1) considers only the effect of AI on green technological innovation, while Model (2) incorporates control variables.

In Model (1), the regression coefficient of AI on green technological innovation (Green) is 0.114, which is significant at the 1% level, indicating that AI adoption significantly enhances firms' green technological innovation. This finding aligns with Cockburn et al. (2018) [74], who suggest that AI technology accelerates firms' innovation processes. In

Model (2), after adding control variables such as firm size and leverage, the coefficient for AI remains positive (0.118) and significant at the 1% level, further confirming AI's positive influence on green technological innovation. This demonstrates that even after controlling for other factors that may affect green technological innovation, AI's positive impact remains robust. These results support Hypothesis 1, which posits that AI adoption significantly promotes firms' green technological innovation. Additionally, the control variables in Model (2) provide important insights. The coefficient for firm size (Size) is 0.100 and significant at the 1% level, suggesting that larger firms are more likely to engage in green technological innovation, consistent with Horbach (2008) [75]. Leverage (Lev) is also positively significant (coefficient 0.467), possibly because moderate debt financing provides more financial resources for innovation activities. Financial leverage (DER) is negatively significant (coefficient -0.069, p<0.01), indicating that excessive financial leverage may constrain investments in green innovation, supporting Zhang et al. (2021) [76] argument that high debt levels may lead to risk aversion among managers, reducing innovation investment. Return on equity (ROE) is positively significant (coefficient 0.127), showing that firms with stronger profitability have more resources and incentives to invest in green innovation, consistent with Cohen and Levinthal's (1990) [77] theory. CEO duality (Dual) is also positively significant (coefficient 0.033, p<0.01), suggesting that when the CEO also serves as the board chair, it may facilitate green technological innovation, potentially due to the concentration of power aiding swift strategic decision-making and efficient resource allocation [78]. However, this result should be analyzed in the context of specific corporate governance settings. The Tobin's Q ratio (TobinQ) is positively significant (coefficient 0.011), indicating that market expectations for future growth help drive green technological innovation. Firm age (FirmAge) is negatively significant (coefficient -0.163), suggesting that younger firms may be more inclined to pursue green innovation, supporting the view of Sun and You (2023) [79] that emerging firms possess greater innovative vitality. The results of the benchmark regression not only support Hypothesis 1 but are also consistent with findings in the existing literature. AI adoption significantly promotes firms' green technological innovation, providing empirical

	(1)	(2)
Variable	Green	Green
AI	0.114***	0.118***
	(0.004)	(0.004)
Size		0.100***
		(0.004)
Lev		0.467***
		(0.039)
DER		-0.069***
		(0.006)
ROE		0.127***
		(0.036)
Cashflow		0.021
		(0.064)
Growth		-0.041***
		(0.010)
FL		-0.009**
		(0.004)
Board		0.061***
		(0.022)
Dual		0.033***
		(0.009)
TobinQ		0.011***
		(0.003)
FirmAge		-0.163***
		(0.013)
Big4		0.141***
_		(0.018)

evidence for the positive role of AI in enhancing green innovation capabilities.

Const		-1.795***
		(0.100)
Observations	32,820	32,820
\mathbb{R}^2	0.031	0.078
AdjR ²	0.031	0.077
IND	Control	Control
YEAR	Control	Control

4.3 Robustness Testing

To ensure the reliability and robustness of the research findings, a series of robustness checks were conducted on the benchmark regression results. These checks include a first-difference model, substituting core variables, and altering the sample scope. These methods were chosen to verify the stability of AI's impact on green technological innovation from different perspectives.

First, the first-difference model was applied. To control for the potential effects of omitted variables and individual fixed effects, the model was first-differenced. The first-difference model can eliminate biases caused by time-invariant individual characteristics and mitigate endogeneity issues. As shown in column (1) of Table 4, the coefficient of AI is 0.044, significant at the 1% level, indicating that after accounting for fixed effects, AI's positive impact on green technological innovation remains robust.

Second, core variable substitution was performed. To examine whether the measurement method of the core independent variable affects the results, the original AI variable was replaced with data derived from keyword frequency statistics. Specifically, we used text analysis to extract AI-related keywords from firms' annual reports and calculated their frequency as a substitute variable. This substitution avoids biases caused by differences in variable definitions. As shown in column (2) of Table 4, the coefficient for the substitute variable is 0.657, significant at the 1% level, further confirming AI's positive impact on green technological innovation.

Third, the sample scope was adjusted. Considering that the COVID-19 pandemic in 2020 and 2021 had a significant impact on Chinese firms' operations [80], potentially interfering with the research results, we excluded the sample data for these two years and reran the regression analysis. This adjustment tested whether the results were influenced by macroeconomic fluctuations during specific periods. As shown in column (3) of Table 4, the coefficient for AI is 0.111, still significant at the 1% level, indicating that the findings remain robust even after excluding the impact of the pandemic.

In summary, through the application of various robustness checks, it was found that AI's positive effect on green technological innovation remains significant and consistent across all models.

	First Difference Model	Substitute Core Variabl es	Change Sample Range	
	(1)	(2)	(3)	
Variable	Green	Green	Green	
AI	0.044***	0.657***	0.111***	
	(0.004)	(0.008)	(0.004)	
Size	0.094***	0.058***	0.092***	
	(0.006)	(0.004)	(0.005)	
Lev	0.195***	0.464***	0.618***	
	(0.041)	(0.036)	(0.048)	
DER	-0.027***	-0.059***	-0.071***	
	(0.006)	(0.005)	(0.007)	
ROE	0.015	0.070**	0.261***	
	(0.027)	(0.033)	(0.042)	
Cashflow	0.019	0.009	-0.004	
	(0.044)	(0.058)	(0.081)	
Growth	-0.019***	-0.017*	-0.049***	
	(0.006)	(0.010)	(0.013)	

FL	-0.006**	-0.004	-0.016***
	(0.003)	(0.004)	(0.006)
Board	0.026	0.043**	0.055**
	(0.025)	(0.020)	(0.027)
Dual	0.003	0.027***	0.012
	(0.010)	(0.009)	(0.011)
TobinQ	0.003	-0.001	0.008**
	(0.003)	(0.003)	(0.004)
FirmAge	-0.111***	-0.143***	-0.217***
	(0.017)	(0.011)	(0.018)
Big4	0.008	0.061***	0.114***
	(0.025)	(0.017)	(0.022)
Const	0.208***	0.857***	1.473***
	(0.005)	(0.093)	(0.127)
Observations	32,820	32,820	32,820
\mathbb{R}^2	0.016	0.221	0.077
AdjR ²	0.015	0.221	0.077
IND	Control	Control	Control
YEAR	Control	Control	Control

4.4 Endogeneity Testing

To further verify whether the impact of Artificial Intelligence (AI) on firms' green technological innovation is affected by endogeneity issues, this study employs the Propensity Score Matching (PSM) method and the Instrumental Variable (IV) approach for endogeneity testing. The concern arises from the possibility of omitted variables or reverse causality, which could lead to endogeneity in the relationship between AI and green technological innovation, thereby compromising the reliability of the regression results.

First, the PSM method is used to control for sample selection bias. Specifically, the sample is divided into a "treatment group" (firms adopting AI) and a "control group" (firms not adopting AI). The probability of AI adoption for each firm, i.e., the propensity score, is calculated using a Logit model. Firms are then matched based on their propensity scores to ensure comparability in observable characteristics between the treatment and control groups. This effectively reduces bias caused by sample heterogeneity.

After matching, a regression analysis is conducted on the matched sample, and the results are presented in Table 5. The coefficient for AI's impact on green technological innovation is 0.122, significant at the 1% level, with the magnitude close to that of the benchmark regression results. This indicates that AI's positive effect on green technological innovation remains robust even after controlling for sample selection bias.

Second, to address the potential issue of reverse causality—whereby firms with higher levels of green technological innovation might be more likely to adopt AI—the IV approach is employed for endogeneity testing. The selection of valid instrumental variables is critical. In this study, the industry-average AI adoption level (AI_M) and the lagged AI adoption level (AI_Lag) are chosen as instrumental variables. These variables are highly correlated with a firm's AI adoption but are not directly related to the firm's current green technological innovation, thus satisfying the relevance and exogeneity conditions for instrumental variables.

Using the two-stage least squares (2SLS) method, the results are shown in Table 6. In the first-stage regression, the coefficients of the instrumental variables are significantly positive (e.g., the coefficient for AI_M is 0.747), indicating a strong correlation between the instruments and AI. In the second-stage regression, the coefficient of AI's impact on green technological innovation remains significantly positive (e.g., in column (2), the coefficient is 0.148). After correcting for endogeneity with the instrumental variables, the coefficient remains significant, demonstrating that the positive effect of AI on green technological innovation is not due to endogeneity issues.

In summary, through endogeneity testing using PSM and the IV method, this study finds that AI's positive impact on firms' green technological innovation remains robust. These results further enhance the credibility of the research findings and underscore the important role AI plays in driving firms' green innovation.

Table 5 PSM Test Results

	(1)
Variable	Green
AI	0.122***
	(0.004)
Size	0.112***
	(0.004)
Lev	0.777***
	(0.043)
DER	-0.065***
	(0.007)
ROE	0.421***
	(0.038)
Cashflow	0.116*
	(0.069)
Growth	-0.049***
	(0.011)
FL	-0.028***
	(0.006)
Board	0.117
	(0.023)
Dual	0.024**
	(0.01)
TobinQ	-0.012***
	(0.003)
FirmAge	-0.141***
	(0.015)
Big4	0.285***
	(0.019)
Const	0.156**
	(0.067)
Observations	32,820
\mathbb{R}^2	0.069
AdjR ²	0.069
IND	Control
YEAR	Control

Table 6 Instrumental Variable Method

	First Stage	Second Stage	First Stage	Second Stage
	(1)	(2)	(3)	(4)
/ariable	AI	Green	AI	Green
AI M	0.747***			
—	(0.004)			
AI_Lag			0.276***	
			(0.004)	
Green		0.148***		0.136***
		(0.005)		(0.005)

0	1
х	-
σ)

Size	0.094***	0.097***	0.095***	0.098***
	(0.003)	(0.004)	(0.003)	(0.004)
Lev	0.033	0.472***	0.034	0.470***
	(0.029)	(0.039)	(0.029)	(0.039)
DER	-0.043***	-0.066***	-0.043***	-0.066***
	(0.004)	(0.006)	(0.004)	(0.006)
ROE	0.310***	0.148***	0.310***	0.141***
	(0.035)	(0.036)	(0.035)	(0.036)
Cashflow	0.180***	0.047	0.180***	0.037
	(0.064)	(0.063)	(0.064)	(0.064)
Growth	-0.042***	-0.043***	-0.042***	-0.043***
	(0.011)	(0.010)	(0.011)	(0.010)
FL	-0.012***	-0.007*	-0.012***	-0.008***
	(0.004)	(0.004)	(0.004)	(0.004)
Board	0.144***	0.072***	0.144***	0.072***
	(0.022)	(0.022)	(0.022)	(0.022)
Dual	0.015	0.028***	0.015	0.028***
	(0.009)	(0.009)	(0.009)	(0.009)
TobinQ	-0.014***	0.010***	-0.014***	0.010***
	(0.003)	(0.003)	(0.003)	(0.003)
FirmAge	-0.123***	-0.167***	-0.123***	-0.167***
	(0.012)	(0.012)	(0.012)	(0.012)
Big4	0.274***	0.144***	0.274***	0.143***
	(0.017)	(0.018)	(0.017)	(0.018)
Const	2.950***	1.773***	2.950***	1.774***
	(0.074)	(0.101)	(0.074)	(0.101)
Observations	32,820	32,820	32,820	32,820
\mathbb{R}^2	0.756	0.084	0.593	0.070
AdjR ²	0.756	0.084	0.593	0.070
IND	Control	Control	Control	Control
YEAR	Control	Control	Control	Control

4.5 Mechanistic Effects Study

To explore how artificial intelligence (AI) impacts corporate green technological innovation in greater depth, this section empirically tests the moderating and mediating effects, with results presented in Table 7. First, we examine the moderating role of CEO green experience (CGE) in the relationship between AI and green technological innovation. The results of Model (1) show that the coefficient of the interaction term AI_CGE is 0.120, which is statistically significant at the 1% level. This indicates that AI's positive effect on green technological innovation is stronger when the CEO has green experience, thus supporting Hypothesis 2. In other words, the CEO green experience positively moderates the impact of AI on green technological innovation, amplifying AI's beneficial effects. This finding aligns with the upper echelon's theory, suggesting that top executives' environmental awareness and expertise can influence the depth and breadth of the firm's application of new technologies. CEOs with green experience are more likely to harness the potential of AI for green innovation, helping firms achieve sustainable development goals.

Next, we examine the mediating roles of internal control quality (ICI) and research and development (R&D) investment in the process through which AI influences green technological innovation. The results of Model (2) show that the coefficient of AI on internal control quality (ICI) is 0.200, significant at the 1% level, indicating that AI adoption significantly enhances the firm's internal control quality. This could be because AI optimizes internal management processes, improves information processing efficiency [81], and strengthens risk monitoring capabilities. Model (3) shows that the coefficient of AI on R&D investment is 0.180, also significant at the 1% level. This suggests that AI adoption stimulates increased R&D investment, likely due to AI's ability to enhance innovation efficiency and resource allocation, encouraging firms to invest more in R&D. These results provide support for Hypothesis 3b.

Table 7 Moderating and Mediating Effects					
	(1)	(2)	(3)		
Variable	Green 0.150***	ICI 0.200***	R&D 0.180***		
AI	(0.005)	(0.006)	(0.005)		
AI_CGE	0.120***				
	(0.004)				
Control	YES	YES	YES		
Const	1.000***	1.201***	1.630***		
	(0.050)	(0.060)	(0.055)		
Observations	32,820	32,820	32,820		
R ²	0.850	0.900	0.870		
AdjR ²	0.840	0.890	0.860		
IND	Control	Control	Control		
YEAR	Control	Control	Control		

4.6 Further Study

To further explore the mechanisms and boundary conditions of AI's impact on corporate green technological innovation, this study conducts additional empirical analysis from two perspectives: firm-level characteristics and regional economic development. This heterogeneity analysis helps reveal the variations in AI's influence on green innovation, providing more targeted strategies for both companies and policymakers.

The corporate governance structure and ownership nature may influence the effect of AI on green technological innovation. To test this, we conducted a group regression analysis based on whether the CEO holds dual roles (Duality) and whether the firm is a state-owned enterprise (SOE). CEO duality refers to the situation where the CEO also serves as the chairman of the board. Theoretically, duality may enhance decision-making efficiency, but it could also lead to insufficient oversight [82]. Therefore, examining the moderating effect of duality on the relationship between AI and green innovation is crucial. According to the results in columns (1) and (2) of Table 8, the regression coefficients of AI on green technological innovation are 0.115 for both non-dual (Dual=0) and dual (Dual=1) samples, and both are significant at the 1% level. This indicates that AI significantly promotes green technological innovation regardless of whether the firm has CEO duality. The results suggest that the corporate governance structure does not exhibit a significant moderating effect in this relationship.

State-owned enterprises (SOEs) possess unique advantages in terms of resource access, policy support, and market position [83]. Therefore, we further examine the moderating effect of ownership structure on the relationship between AI and green technological innovation. The results in columns (3) and (4) of Table 8 show that in non-state-owned enterprises (SOE=0), the coefficient of AI on green technological innovation is 0.105, while in state-owned enterprises (SOE=1), the coefficient is 0.143, both significant at the 1% level. Comparatively, the larger coefficient for SOEs suggests that AI has a stronger impact on promoting green technological innovation in these firms. This may be due to SOEs' advantages in resource allocation and policy support [84], enabling them to better leverage AI technology to drive green innovation. Differences in the regional level of the economy can be seen in table 9.

Table 8 Differences	in	Firm-Level
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	Dual=0	Dual=1	SOE=0	SOE=1
	(1)	(2)	(3)	(4)
Variable	Green	Green	Green	Green
AI	0.115*** (0.004)	0.115*** (0.006)	0.105*** (0.004)	0.143*** (0.007)
Size	0.100*** (0.004)	0.098^{***} (0.008)	0.072*** (0.005)	0.128*** (0.006)
Lev	0.342***	0.638***	0.597***	0.257***
	(0.045)	(0.076)	(0.048)	(0.069)

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DER	-0.062***	-0.083***	-0.083***	-0.055***
	(0.007)	(0.013)	(0.008)	(0.009)
ROE	0.086**	0.405***	0.327***	-0.124*
	(0.041)	(0.071)	(0.042)	(0.066)
Cashflow	0.061	-0.114	-0.200***	0.410***
	(0.074)	(0.123)	(0.076)	(0.113)
Growth	-0.031**	-0.044**	-0.032**	-0.043**
	(0.012)	(0.021)	(0.012)	(0.019)
\mathbf{FL}	-0.001	-0.042***	-0.031***	0.008
	(0.005)	(0.009)	(0.006)	(0.006)
Board	0.099***	-0.012	0.011	0.160***
	(0.025)	(0.042)	(0.027)	(0.038)
TobinQ	0.011***	0.009	0.006	0.026***
	(0.004)	(0.006)	(0.004)	(0.007)*
FirmAge	-0.154***	-0.187***	-0.174 ***	-0.127 ***
	(0.015)	(0.024)	(0.015)	(0.023)
Big4	0.143***	0.149***	0.044	0.206***
	(0.020)	(0.044)	(0.027)	(0.026)
Const	-2.289***	-2.016***	-1.495***	-3.071***
	(0.096)	(0.183)	(0.117)	(0.140)
Observations	23,793	9,027	20,683	12,137
\mathbb{R}^2	0.068	0.083	0.065	0.088
AdjR ²	0.067	0.082	0.065	0.087
IND	Control	Control	Control	Control
YEAR	Control	Control	Control	Control

 Table 9 Differences in the Regional Level of the Economy

	Eastern	Midterm	Western
	(1)	(2)	(3)
Variable	Green	Green	Green
AI	0.121***	0.096***	0.106***
	(0.004)	(0.010)	(0.010)
Size	0.104***	0.100***	0.088***
	(0.005)	(0.010)	(0.010)
Lev	0.56***	0.129	0.468***
	(0.048)	(0.087)	(0.096)
DER	-0.086***	-0.030**	-0.048***
	(0.008)	(0.012)	(0.014)
ROE	0.182***	-0.107	0.139
	(0.044)	(0.081)	(0.091)
Cashflow	0.201***	-0.174	-0.649***
	(0.077)	(0.151)	(0.157)
Growth	-0.045***	-0.033	-0.040*
	(0.013)	(0.022)	(0.024)
FL	-0.021***	0.011	-0.004
	(0.006)	(0.008)	(0.009)
Board	0.040	0.171***	0.087*

	(0.027)	(0.049)	(0.052)
Dual	0.046***	-0.027	0.001
	(0.011)	(0.025)	(0.025)
TobinQ	0.015***	0.001	0.005
	(0.004)	(0.008)	(0.008)
FirmAge	-0.146***	-0.272***	-0.139***
	(0.015)	(0.032)	(0.033)
Big4	0.073***	0.355***	0.409***
	(0.021)	(0.050)	(0.051)
Const	1.910***	1.630***	1.610***
	(0.122)	(0.223)	(0.258)
Observations	23,221	4,343	5,256
R ²	0.082	0.091	0.075
AdjR ²	0.081	0.088	0.073
IND	Control	Control	Control
YEAR	Control	Control	Control

5 DISCUSSION

This study uses a sample of Chinese listed companies to empirically examine the impact of artificial intelligence (AI) on corporate green technological innovation. It also explores the moderating effect of CEO green experience and the mediating roles of internal control quality and R&D investment. Through a comprehensive empirical analysis, we derive several key findings, which offer significant contributions to both theory and practice.

First, the results confirm that AI adoption significantly promotes corporate green technological innovation. This finding aligns with the resource-based view [85] and dynamic capabilities theory [86], which suggest that AI, as an essential resource and capability, enhances corporate innovation performance, particularly in the green technology sector. However, unlike prior studies that have predominantly focused on the overall impact of AI on innovation [87,88], this study specifically addresses green technological innovation, filling a gap in understanding how AI facilitates sustainable innovation at the corporate level. Moreover, CEO green experience positively moderates the impact of AI on green innovation. This implies that CEOs with an environmental background or awareness can amplify the positive effects of AI on green innovation. This result supports upper echelons theory, highlighting the critical role of top executives' characteristics in shaping organizational outcomes. In contrast to previous studies that primarily focused on the influence of executive traits on innovation [89], this study further reveals the interaction between CEO green experience and AI adoption, enriching the theoretical understanding of how leadership traits affect technological application outcomes. We also find that internal control quality and R&D investment act as mediators in the process through which AI influences green technological innovation. Specifically, AI adoption enhances both internal control quality and R&D investment, which in turn foster green innovation. These mediating mechanisms uncover the internal pathways through which AI impacts green technological innovation, offering new insights into how AI facilitates green innovation through internal management and resource allocation. Unlike prior studies that mainly focused on AI's direct impact, this study delves into the internal mechanisms of AI's influence, expanding the theoretical discourse. Further analysis reveals that the effect of AI on green technological innovation is more pronounced in state-owned enterprises (SOEs) and firms located in economically developed eastern regions. This highlights the importance of ownership structure and regional economic development in shaping the impact of AI. By contrast, previous research has paid relatively little attention to the moderating effects of these contextual factors on the relationship between AI and green innovation. Our findings provide new evidence for understanding the differential effects of AI across various organizational and environmental contexts.

In comparison with the existing literature, this study both supports established theoretical views and offers significant extensions. Consistent with the findings of Gama and Magistretti (2023) and Abou-Foul et al. (2023) [90,91], which emphasize AI's role in enhancing overall innovation capabilities, our results also demonstrate AI's positive effects. However, we specifically focus on AI's impact on green technological innovation, an area that remains underexplored in current research. Meanwhile, although [92] highlight the influence of executive characteristics on corporate strategy and innovation outcomes, they did not examine how executives' green experience interacts with technology adoption (such as AI). This study fills that gap by showing how CEOs with green experience strengthen AI's contribution to green innovation.

Overall, this study provides empirical support for how firms can leverage AI to enhance green innovation capabilities,

while also offering policymakers insights for designing policies that promote corporate sustainability. Additionally, it expands the theoretical framework of AI and green innovation, emphasizing the critical roles of leadership traits and internal mechanisms, thus pointing the way for future research in this area.

6 CONCLUSION

This study utilizes a sample of Chinese-listed companies to thoroughly investigate the impact of artificial intelligence (AI) on corporate green technological innovation and its underlying mechanisms. Through empirical analysis, we arrive at several key conclusions:

First, the adoption of AI significantly enhances corporate green technological innovation. This finding suggests that AI, as an advanced technological tool, can elevate a company's innovation capacity, particularly in the green technology domain, providing strong support for achieving sustainable development goals. CEO green experience plays a positive moderating role in the relationship between AI and green technological innovation. CEOs with green experience are better positioned to leverage AI technology to drive green innovation, emphasizing the importance of top executives' environmental awareness and experience in corporate technology adoption and green transformation. Furthermore, internal control quality and R&D investment act as mediating factors in the process through which AI promotes green technological innovation. AI facilitates green innovation by improving internal control quality and increasing R&D investment, revealing the internal mechanisms of AI's impact on green innovation and offering a theoretical basis for companies to enhance internal management and optimize resource allocation. Finally, additional research indicates that AI's positive effect on green innovation is more pronounced in state-owned enterprises and companies located in eastern regions. This underscores the significance of ownership structure and regional economic development in shaping the impact of AI, providing valuable insights for policymakers and businesses alike.

Despite these meaningful conclusions, there are some limitations in this study that future research should address. First, this study is based primarily on data from Chinese listed companies, which introduces a degree of sample limitation, and the findings may not apply to other countries or non-listed small and medium-sized enterprises (SMEs). Future research could consider expanding the sample to include companies from different countries, regions, and sizes to improve the generalizability of the findings. Second, in terms of variable measurement, this study uses the number of green patents and AI patents as proxies for green technological innovation and AI adoption, which may not fully capture the actual situation of firms. Future studies could introduce more diversified indicators, such as the proportion of green product revenue or the amount of investment in AI technology, to provide a more comprehensive measurement of the relevant variables. Additionally, this study primarily employs cross-sectional data for analysis, which may not fully consider the dynamic relationships and long-term effects between variables. Future research could utilize panel data or longitudinal research designs to examine the long-term effects of AI on green technological innovation and its evolutionary process. Beyond CEO green experience, internal control quality, and R&D investment, other factors such as organizational culture, external policy environment, and market competition may also influence the relationship between AI and green innovation. Future studies could explore these factors further to deepen the understanding of how AI fosters green innovation.

In conclusion, this study provides significant theoretical and empirical support for understanding the role of AI in corporate green technological innovation, but there remains room for improvement. It is hoped that future research can overcome the limitations mentioned above, further deepen exploration in this area, and provide stronger evidence for corporate practice and policy formulation.

COMPETING INTERESTS

The authors have no relevant financial or non-financial interests to disclose.

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