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Master Thesis

Exploring Artificial Intelligence Adoption in the Public Sector: Perceptions, Attitudes and Factors Influencing AI Adoption Among Government Public Relations Practitioners in Indonesia

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Abstract

Background: AI is revolutionizing many industries, including public-sector organizations. However, earlier research reveals that AI adoption has been slower in the public sector than in the private sector. Little is known about how Public Relations (PR) in public-sector organizations integrates AI into their daily tasks since most of the existing literature focuses on PR in the private sector. This study aims to fill this gap by examining how Government Public Relations (GPR) practitioners in Indonesia are integrating AI into their daily work.

Methods: This study utilized a qualitative approach, conducting semi-structured one-on-one interviews via Zoom with 23 GPR practitioners from Indonesian public sector organizations. The interview questions for this research cover essential topics regarding how AI is being adopted and perceived by GPR professionals.

Results: This study highlights AI's potential to enhance work efficiency in GPR practices while acknowledging challenges such as limited skills, budget constraints, regulatory uncertainties, and the potential risks associated with AI, such as over-reliance on AI, data privacy issues, inaccuracy, and the possibility of job displacement.

Conclusion: This study provides insights into AI adoption within GPR practitioner's practices in Indonesia, emphasizing its efficiency potential alongside challenges and risks. Prioritizing skill development, adequate resource allocation and clear regulations can ensure AI's effective and responsible use, fostering long-term success within the Indonesian public sector.

Keywords: *Artificial Intelligence, Public Sector, Government Public Relations, AI Adoption, Indonesia*

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1. Introduction

The emerging trend of Artificial Intelligence (AI) significantly transforms various aspects in many sectors, including public organizations. In the era of Digital Transformation, it is indisputable that the emerging AI trend significantly helps foster the transformation process of public sectors. From education to healthcare, from answering inquiries through Chatbots to monitoring water quality using smart devices. When applied appropriately and followed by human interventions, AI adoption has considerable benefits for an organization's performance, encourages productivity, and promotes cost efficiency (Mellouli et al., 2024). It also can enhance work effectiveness, improve government service quality, and able to promote the trust of citizens (Zuiderwijk et al., 2021).

Despite AI's transformative potential, research shows that its adoption in the public sector lags behind the private sector (Simajuntak et al., 2024; Zuiderwijk et al., 2021). Mikalef et al. (2019) noted that AI adoption in the public sector remains in its early stages. Many government agencies face significant challenges in implementing AI technology (Neumann et al., 2022). Kempeneer and Heyleen (2023) identify key barriers, such as insufficient IT infrastructure and a lack of digital knowledge among public managers. As a result, public sector organizations often continue to provide services in outdated ways (De Sousa et al., 2019). These gaps underline the need for further exploration of AI adoption in public sector organizations.

Several studies have conducted systematic literature reviews and proposed future research agendas on AI adoption in public organizations. These studies highlight diverse topics, including factors influencing AI adoption from organizational, technological, and environmental perspectives (Madan & Ashok, 2023). While many studies focus on specific sectors such as

healthcare, education, and business, others examine AI's impact on particular professions, such as accountants, doctors, and academics (Shinners et al., 2019; Loh et al., 2023; Pisica et al., 2023). However, research on the adoption and integration of AI within communication professions, particularly government public relations (GPR), remains limited.

In the context of public relations (PR), AI can significantly support practitioners by automating repetitive tasks, such as drafting press releases, writing speeches and emails, analyzing public sentiment, and identifying trends on social media (Liew, 2021). Nevertheless, the complexity of AI in practice leaves gaps in the literature, particularly regarding how it is implemented among communication professionals in the public sector. GPR practitioners play a pivotal role in managing communication for public organizations, providing public information, managing media relations, analyzing public sentiment, building organizational reputation, and responding to crises. Despite their critical roles, studies on GPR practices are relatively scarce compared to PR in the private sector (Dong et al., 2023). In the era of AI, it is crucial for GPR practitioners to adapt their practices to leverage emerging technologies that can enhance efficiency, effectiveness, and overall performance.

In Indonesia, accelerating GPR tasks to develop effective communication strategies is increasingly vital. The Ministry of Communication and Informatics (KOMINFO) has advocated for the integration of AI into GPR practices to protect the government's reputation and enhance public trust in its institutions (Kominfo, 2024). However, the extent to which AI is being adopted and integrated into GPR practices in Indonesia remains largely unexplored.

Building from the given literature, the objective of this study is to investigate the implementation of AI in the Public Sector, particularly among GPR in Indonesia who have a

significant role in government. The research question for this study is: *" What are the perceptions and attitudes regarding AI adoption among GPR Practitioners in Indonesia?*

The sub-research questions are :

1. *To what extent are GPR practitioners using AI technologies in their communication practices?*
2. *What factors, including enablers, challenges, and perceived risks, influence the adoption of AI among GPR practitioners?*

The objective of this research is to seek a broader understanding of how AI is being adopted and utilized by communication professionals, particularly by GPR practitioners in Indonesia. Furthermore, the study empirically investigates factors that influence their willingness to adopt AI in GPR practical realities, including challenges and how they perceived the risks associated with AI when integrating it into their daily tasks.

The result of this study contributes to filling the gap and enriching scientific research about AI adoption within public sector organizations. By having a comprehensive understanding of AI adoption in GPR practices, this study provides a thorough understanding of how AI is being adopted and integrated into the public sector's communication practice. It also highlights potential risks and challenges to adoption, offering practical guidance for GPR practitioners and public sector organizations. Additionally, the results could potentially enlighten policymakers and government agencies, promoting a supporting environment for AI adoption in the public sector. Finally, it can foster the development of strategies to support Digital Transformation, particularly in developing countries such as Indonesia.

2. Theoretical Framework

2.1 Artificial Intelligence in The Public Sectors

Artificial Intelligence (AI) is not a novel concept to society. Before it gained significant attention in recent years, scholars have been starting to explore these innovative technologies since many years ago. The term "AI" was initially introduced in the 1950s and referred to the scientific methods used in machine learning that can simplify human tasks, solving problems, and decision-making (De Zuniga et al., 2023). Like an actual human, it can perform rational thought, communicate, and interact intelligently based on circumstances and specific goals (Zerfass et al., 2020).

As indicated in prior studies, integrating AI in the workplace may provide various opportunities to an organization, including in public sector settings. AI technologies enable public sector organizations to improve their service delivery and decision-making processes as well as modernize the work processes (Kulal et al., 2024). AI can boost organizational performance by cultivating civil servants' productivity, fostering efficiency and effectiveness, which results in time and cost savings, increasing citizen satisfaction, and solving human resource allocation issues (Androutsopoulou et al., 2019). Besides, AI is also believed to drive economic growth (Wirtz et al., 2018). Moreover, this emerging technology also can improve administrative efficiency and guarantee higher accuracy and accountability in governmental operations (Saprudin, 2024). Therefore, according to Jiménez & Ouariachi (2020) the efficiency and financial benefits offered by AI will persist in reforming every facet of human work.

There are several examples of AI adoption in public sector organizations. For instance, in healthcare, AI applications are used to assist doctors in diagnosing patients (Sun & Medaglia,

2021). In education, it helps teachers by augmenting teaching methods and helping to formulate higher education policy (Helmiatin et al., 2024). Additionally, AI has been utilized for predictive analytics and data visualization, such as predicting water levels and crime spots, identity analytics to detect fraud, and also speech analytics for real-time universal translation in public service settings (Wirtz et al., 2018).

However, despite its promising advantages, studies have found that public sector agencies still struggle to incorporate AI technologies into their practices (Zuiderwick et al.,2021; Mikalef et al., 2019; Kempeneer & Heyleen, 2023). The adoption of AI in the public sector is slower and lower than in the private sector (Simajuntak et al., 2024). As non-profit organizations, the public sector faces less competitive pressures than the private sector which according to Mikalef et al. (2019), affects the deployment of AI in the organizations. Moreover, prior study indicates that the public sector agencies have a distinct environment setting from the private due to its rigidity, rules, and hierarchy, thereby presenting unique challenges for public organizations in embracing new technologies (Joukhadar et al., 2023).

2.2 Artificial Intelligence in Indonesian Public Sector Organization

The various opportunities brought by AI technology have caught the interest of countries around the world. As discussed in the World Economic Forum 2024 , the utilization of AI technology brings opportunities to drive society and economic growth and solve global problems (World Economic Forum, 2024). Today, many countries have embarked on maximizing the potency of AI and minimizing its drawbacks by setting national strategies and policies. For example, the Dutch Government released its National Strategic Plan for Artificial Intelligence in 2019. A year before,

Germany announced their strategic plan for AI with the slogan “AI Made in Germany”. In Asia, China and South Korea also have their AI strategic plan.

Indonesia in particular, also took the initiative to boost AI implementation. As the largest nation for Digital Economy in Southeast Asia, there are a lot of opportunities provided by AI utilization, such as improving business productivity, work efficiency, and innovation in diverse sectors (Mellouli et al., 2024). In recent years, there has been a positive trend in Indonesia's economic growth, with an estimated annual growth of 21 % over the next 8 years (Nugroho & Hakim, 2023). This economic growth is supported by Indonesia’s Information and Communication Technology (ICT) development, which, according to Nugroho & Hakim (2023), will be significantly driven by AI utilization. Therefore, in 2020, a national strategy plan for AI (STRANAS KA) was established as the framework and national policy direction for the government and other stakeholders in integrating AI into their agencies. This framework reflects the urgency for AI adoption and promotes innovation and transformation across all sectors. It mainly focuses on five priority areas health services, education and research, food security, mobility and smart cities, and bureaucratic reforms (Arifin, 2021).

The implementation of AI in bureaucratic reform aligns with the Grand Design of Bureaucratic Reform Roadmap 2010–2025 developed by the Indonesian Ministry of State Apparatus Utilization and Bureaucratic Reform (PAN-RB). This roadmap aims to modernize and enhance government service systems across organizational, managerial, and human resource dimensions, fostering a more democratic, accountable, and efficient bureaucracy (Maulana et al., 2022). To further support these reforms, Presidential Regulation No. 95 of 2018 on Electronic-Based Government Systems (SPBE) was introduced, establishing the foundation for integrating ICT

and driving digital transformation in public sector organizations, commonly referred to as e-government. The primary objectives of e-government include improving public-private partnerships, enhancing the efficiency, accessibility, and responsiveness of public service delivery, increasing public participation in decision-making, and strengthening the transparency and accountability of public institutions (Aminah & Saksono, 2021). In this context, AI presents significant opportunities to accelerate the bureaucratic reform process in Indonesia (Gati et al., 2022). Until now, there have been some examples of AI utilization in Indonesia's government sector. For instance, Jakparkir, an AI-based application for smart infrastructure in Jakarta (Suling et al., 2022), the ATP application used by the Indonesian Tax Administrator (Nugraha, 2023), and Chatbot in Public Health Service (Setiawan et al., 2023).

However, while countries around the world embarked on the utilization of AI to improve their organizational performances, some earlier studies reveal challenges that may impede the integration of AI in public agencies. Alsheiabni et al. (2019) argue that organizations pose some barriers to AI Implementation such as lack of support from management, insufficient knowledge and awareness, lack of government policy and regulation, financial constraints, and security and privacy risks. Similarly, like many other countries, Indonesia also experiences difficulties in implementing AI in government agencies. Although the use of AI aligns with the spirit of Indonesia’s bureaucratic reforms, AI adoption in Indonesia is left behind compared to developed countries. According to Alkadafi & Susanti (2024), Indonesia's readiness to implement AI technologies into the public sector lags behind other ASEAN countries, ranking 5th among ASEAN nations and 57th out of 194 countries globally.

2.3 Artificial Intelligence for Government Public Relations (GPR)

GPR is a term that is used to describe public relations professionals who work for the government, also known as information officers, public affairs officers, or education officers, whose responsibility is to keep citizens informed about government activities and to help gather and manage citizen feedback for the government (Cutlip, 1976). GPR practitioners play a crucial role in aiding public administrators to meet their governmental objectives through communication activities like media relations, public reporting, and citizen interactions (Dong et al, 2023). According to Kopfman & Ruth-McSwain (Lee et al, 2011), GPR practices aim to raise public awareness and participation in certain government programs by conducting communication activities such as informing, persuading, or motivating behavior change.

Like other professions, the breakthrough of innovative technologies such as AI has also given promising benefits for communication professionals. In PR practices, the utilization of AI has gradually transformed its routines, shifting from traditional approaches to more digitalized ones, thus making them more effective and efficient (Volaric et al.,2024). For example, AI improves PR performances by assisting PR professionals in developing strategies for crisis management, content creation, campaign management, and media monitoring (Mohammed et al., 2022). AI also can be used to boost customer engagement by utilizing AI-powered Virtual Assistants such as Chatbot, that can respond to public inquiries immediately (Nasikhah et al., 2022). The automation provided by AI not only improves customer satisfaction in general (Hsu & Lin, 2022) but also enables PR practitioners to allocate their resources more efficiently, prevent them from repetitive tasks, and focus on other responsibilities that require human expertise and creativity (Soegiarto et al., 2024).

In Indonesia, AI technologies have been gradually adopted in corporate PR practice. For example, some companies have employed AI-based systems for media monitoring and sentiment analysis, content creation management, and virtual assistance for customer services (Soegiarto et al., 2024). AI tools, such as PR Bot, enable PR practitioners to write an instant press release (Suciati et al., 2021). News report creation also can be assisted by artificial intelligence (AI), which can quickly search for past news and track the news's tone about the company (Mardhika, 2023). However, little is known about how PR practitioners in public organizations have implemented this emerging technology into their practices. In 2024, the Ministry of Communication and Informatics Republic Indonesia (KOMINFO) urged AI adoption for GPR to support national agendas, build the government's reputation, and gain citizen trust.

Despite their significant roles, GPR professionals experience different challenges compared to public relations in the private sector. Liu et al. (2010) highlighted key distinctions between government and corporate communication practices, influenced by factors such as financial resources, political power, public pressure, media scrutiny, and legal frameworks. When it comes to challenges related to AI implementation, prior research reveals that several problems shape the adoption of AI in government organizations. These include individual and organizational factors as well as concerns about risk and security (Herawati et al., 2023). This raises questions about how GPR practitioners in Indonesia integrate AI into their work.

2.4 Potential Influence of AI adoption

In order to understand how technology can be accepted in society, researchers have explored numerous theories over the decades. Among these, the Technology Acceptance Model (TAM) and Unified Theory of Acceptance and Use of Technology (UTAUT) have emerged as the

most widely used frameworks for studying technology adoption (Volgesang et al., 2013). These theories examine the various factors that may influence an individual's willingness to adopt new technologies.

2.4.1 TAM and UTAUT Frameworks

TAM provides a theoretical foundation for examining how external factors influence users' perceptions of a new technology's usefulness and ease of use. These perceptions, in turn, shape users' attitudes and intentions toward adopting the technology (Na et al., 2022). Specifically, Perceived Usefulness (PU) refers to "the degree to which a person believes that using a particular system would enhance his or her job performance" while Perceived Ease of Use (PEOU) is defined as 'the degree to which a person believes that using a particular system would be free of effort" (Davis, 1989).

In 2003, Venkatesh et al. formulated another framework to explain user's attitudes and behavior toward technology known as the Unified Theory of Acceptance and Use of Technology (UTAUT). Drawn from eight previous theories: Theory of Reasoned Action, Technology Acceptance Model), Motivational Model, Theory of Planned Behavior, Combined TAM and TPB, Model of PC Utilization (MPCU) Innovation Diffusion Theory, and Social Cognitive Theory, the UTAUT framework proposes four main determinants that contribute to technology acceptance; Performance Expectancy, Effort Expectancy, Social Influence and Facilitating Conditions (Venkatesh et al., 2003). Comparable to Perceived Usefulness in TAM, Performance Expectancy refers to the user's belief that the usage of technology can enhance their job performance while Effort Expectancy is similar to TAM's Perceived Ease of Use that refers to the extent an individual believes that technology is easy to use. Social influence is the extent to which a person believes

significant others think he or she should utilize the new system, and Facilitating Conditions are the extent to which an individual believes that an organizational and technological infrastructure exists to support the use of the system (Venkatesh et al., 2003). Furthermore, age, gender, experience and voluntariness of use were added by Venkatesh et al. (2003) as moderation effects to define the strength of predictors on behavior intention.

Compared to TAM, the UTAUT framework is more comprehensive in investigating factors in technology acceptance as it integrates prior significant theories. According to Marikyan & Papagiannidis (2023), to predict acceptance of technology, this model is more accurate than other models. Moreover, although this framework is primarily employed in quantitative approaches, research indicates that it can be utilized to develop constructs for qualitative approaches (Jayaseelan et al.,2022; Gharaibeh et al., 2018) and research in behavioral intention can benefit from it as a starting point (Chang, 2012).

Since the UTAUT perspective is primarily focused on organizational context and has been utilized to examine the entire range of technology adoption, from initial acceptance to post-adoptive use (Venkatesh, 2021b), the use of this approach is considered relevant to investigate technology acceptance in the public sector organization settings, thus making it relevant to explore the determinants factors that influence GPR practitioners perceptions and attitudes toward AI.

2.4.2 Challenge of AI Adoption in Indonesia

The adoption of technology often presents various challenges, shaped by multiple factors that can influence people's willingness to accept and use new technologies. Identifying and understanding these challenges is crucial for effectively overcoming barriers to adoption. To ensure the integration of AI into GPR practices, it is essential to understand the obstacles

highlighted in previous research. This section explores the key challenges associated with AI adoption in Indonesia, which may also affect its implementation within GPR practices.

Digital Infrastructure

The implementation of new technology requires the availability of sufficient infrastructure. According to the UTAUT framework, infrastructures are the element of facilitating conditions that have a direct influence on usage behavior when implementing a new system (Venkatesh et al., 2003). Therefore, to accelerate the integration of AI in Indonesia, it is pivotal to provide digital infrastructures, including access to digital platforms and widespread connectivity (Nurmaini, 2021).

However, among the challenges of AI adoption in Indonesia is the lack of digital infrastructure, such as limited access to the internet, the latest hardware and software, and the availability of high-specification computers, particularly in remote areas (Mustopa et al., 2024). The gaps between central and local governments in terms of the availability of technology infrastructures, including the availability of reliable data, also become a challenge for AI adoption. Since AI heavily relies on the availability of reliable data, poor data management in government agencies may hinder AI development in Indonesia (Walidapalapa et al., 2024).

Management

The UTAUT perspective also identifies the organizational factor as facilitating conditions. According to Penarroja et al. (2019), management support is one of the elements that facilitate the success of technology acceptance in an organization. Therefore, from the organizational context, organizational management such as resource allocation, and organizational cultures, can also influence AI adoption (Nugroho & Hakim, 2023).

At the same time, a study conducted by Monash University reveals that one of the biggest challenges in incorporating AI in an organization is the commitment and support of a leader (Butt

et al.,2023). On the contrary, many leaders in Indonesian public sector organizations are unaware of AI's potential benefits due to a lack of e-leadership skills (Herawati et al., 2023). Furthermore, a rigid organizational culture, lack of support for innovation, and ignores competence and appreciation of innovative human resources also become one of the obstacles to the implementation of AI in the public sector (Nugroho & Hakim, 2023).

Human Resources

Human resources play a pivotal role in fostering growth and innovation in an organization. From the UTAUT framework, this is also part of facilitating conditions elements indicated as organizational resources. In the era of Digital Transformation, the digital skills of civil servants have become one of the keys to the success of AI integration in public sector organizations. To enhance its economic growth and bureaucracy performance, Indonesia needs at least nine million digital talents (Wadipalapa et al., 2024). Conversely, according to Herawati et al. (2023), among 4,3 million civil servants in Indonesia, only 13,3 % have sufficient understanding of ICT, indicating that most of the public sector apparatus demonstrates a low level of technological literacy.

In the context of adopting new technologies, Aditya et al. (2024) argue that most civil servants are not motivated to adopt them due to limited knowledge and awareness about technological advantages or applicability. Then Sutrisno et al. (2024) highlighted that the limited skills among civil servants are also driven by the digital divide that has significant implications for the level of effectiveness and adoption of digital technology in the public sector.

Risk and Regulatory Challenge

Emerging technology usually brings two effects to society, direct and indirect. While AI offers many benefits, it also has the potential to pose risks to human life. Some studies indicated

that AI can bring potential risks such as bias and discrimination, intellectual property issues, unemployment, a lack of accountability, and problems with privacy and data security (Rodrigues, 2020). AI can also be used for harmful intentions, such as spreading hoaxes (Monteith et al., 2024). These potential risks then raised concerns about how they shaped users' trustworthiness in AI.

Earlier studies have shown that trust is essential in human-AI interactions, as it greatly influences societal acceptance of AI (Choung et al., 2022). Trust has a significant impact on predicting individuals' willingness to embrace AI applications. As highlighted by Batut et al. (2024), people's decisions and behaviors concerning AI technologies are shaped by their perceptions of those technology's trustworthiness.

Therefore, to ensure the trustworthiness of AI, Lockey et al. (2021) argued that the government has a significant role. Adequate AI controls and regulations provided by the government can enhance people's trust in AI. The availability of regulation may prevent the potential risks brought by AI. However, in the Indonesian context, although the government has established a national strategy for AI adoption, there are no specific laws for AI systems, including those related to ensuring the security and protection of citizen data. According to Herawati et al. (2022), this has become one of the challenges of AI adoption in Indonesia.

The given literature highlights the complexities involved in the adoption of AI technologies, emphasizing the significance of various factors that influence users' perception and attitudes. Table 1 offers an overview of these factors, which will serve as a reference for examining the acceptance of AI among GPR practitioners in Indonesia.

Table 1. Possible Factors for AI Adoption among GPR practitioner in Indonesia

Construct	Definition
Performance Expectancy	Users believe that technology utilization enables them to enhance their work performance (Venkatesh et al., 2003)
Effort Expectancy	The extent to which users believe that technology is easy to use and that they are capable of using it (Venkatesh et al., 2003)
Social Influences	A person's belief in the extent to which significant others think he or she should use the new system. (Venkatesh et al., 2003)
Facilitating conditions	The extent to which an individual believes that an organizational and technological infrastructure exists to support the use of the system (Venkatesh et al., 2003)
Behavioral Intention	Subjective probability of engaging in a particular behavior (Alwahaisi & Snashel, 2013)
Perceived Risks	The feeling of uncertainty about potential negative consequences of utilizing a good or service (Featherman & Pavlou, 2003)

3. Methods

3.1 Research Design

In this study, a qualitative method was employed to gain an in-depth understanding of the social phenomenon of AI through the experiences of GPR practitioners. According to Castleberry and Nolen (2018), this approach enables researchers to explore the values, beliefs, and motivations behind certain behaviours. To achieve this objective, semi-structured interviews were conducted, offering rich and detailed insights into participants' perspectives and personal experiences. As noted by Galleta and Cross (p. 23), semi-structured interviews provide the flexibility to ask follow-up questions based on participants' responses, facilitating a more comprehensive exploration of the subject matter. This method proved effective in investigating the perceptions and attitudes of GPR practitioners, uncovering the reasons behind their adoption of AI, the challenges they encountered, and the risks they perceived in incorporating it into their professional activities.

3.2 Participants

The participants were selected based on their roles as Government Public Relations (GPR) professionals in public sector organizations in Indonesia, encompassing both local and central government levels. This selection aimed to provide a comprehensive and insightful understanding of how GPR professionals in Indonesia adopt AI across different levels of governance. To ensure participants had substantial experience in GPR practices, the researcher set a criterion of at least two years of professional experience.

To gather participants, the researcher utilized both personal and professional connections. Initially, individuals within the researcher’s personal network, such as colleagues,

were approached to explain the purpose of the study and inquire about their willingness to participate. For professional connections, the researcher asked personal contacts to recommend potential participants who met the study's criteria. The researcher then contacted these recommended individuals directly, introducing self, mentioning the mutual connection, and explaining the study's purpose. Of the 30 potential participants contacted, 24 agreed to participate. However, one participant withdrew from the interview session due to personal reasons, leaving a total of 23 participants for the study. These 23 participants included 14 GPR practitioners from local government and 9 from central government, with a gender distribution of 12 males and 11 females. The overview of the participants' demographics is presented in Appendix 1.

3.3 Procedures

Before collecting data, the research was approved by the Ethics Committee of the Faculty of Behaviour, Management, and Social Sciences at the University of Twente on October 24, 2024. Semi-structured interviews were then conducted in one-on-one interviews using the online platform Zoom Meetings. Prior to the interviews, the researcher explained the procedures, including the purpose of the research, how data would be handled anonymously, and emphasized that there were no potential risks associated with participation. Participants were informed that they could withdraw from the interview at any time if they wished. The researcher also requested oral recorded informed consent, indicating the participant's willingness to participate in the study. Since all the participants are Indonesian, all the interview procedures were carried out in the Indonesian language. On average, the duration of the interviews was 35 minutes, with the longest was 60 minutes and the shortest interview was 18 minutes.

The interview questions for this research cover essential topics to explore how GPR professionals in Indonesia adopt and perceive the utilization of AI in their practices. These questions were derived from the research questions and the constructs of the UTAUT framework, as outlined in Table 1. The questions are adapted from survey items developed by Venkatesh et al. (2003), which measure key aspects of the UTAUT framework to assess technology acceptance. For example, the questions related to performance expectancy were formulated as "*Could you elaborate more about your experience using AI? How do you feel about it? Do you find it useful/helpful?*". Questions about social influences are formulated as "*What motivates you to adopt AI for PR purposes?*" followed by the questions "*What do your colleagues and supervisor think about AI? Did they use or motivate you to use it*?". While for the factor of the Facilitating condition, the question is "*Do you think your workplace gives enough support for using AI in PR? If yes, how?*" and the follow-up question is *"Has your organization provided any training or support that helped you to use AI?".*

Some other questions are not based on the UTAUT framework, for instance, *"Do you have any challenges when implementing AI in your work?"* and "*Do you see any potential risks when using AI in your PR activities?"* but they were added to provide a better understanding of the factors that influence the adoption of AI in GPR among GPR practitioners. The complete list of interview questions can be found in Appendix 2 of this research.

3.4 Data Analysis

Data analysis was conducted using the thematic analysis procedure. According to Castleberry & Nolen (2018), thematic analysis is a method commonly used in qualitative approaches to identify, analyze, and capture patterns in data related to the research question. It

is a useful technique for examining various research participants' points of view, highlighting similarities and differences, and uncovering unexpected insights (Nowell et al., 2017). To analyze the data, the researcher followed the six-phased method provided by Braun and Clarke (2006). The first step involved familiarizing themselves with the data by reading it thoroughly and noting initial ideas. Second, initial codes were generated by identifying interesting features in the data. Third, themes were searched for by organizing and grouping codes into potential themes. Fourth, themes were reviewed to ensure they related to the full data set and coded extracts. Fifth, themes were defined and named, with precise definitions provided for each theme. The final phase involved producing the report, where the researcher conducted the final analysis and wrote up the findings.

The process began after the interviews were completed. The researcher transcribed the audio recordings using an AI-based voice-to-text tool, Transkrip.id. Since AI-generated transcripts are not always accurate, the researcher manually reviewed the transcriptions to identify and correct errors, such as misspellings, inaccuracies, and any information that could reveal the informant's identity. The edited transcripts were then translated into English using DeepL Software. Before beginning the coding process, the researcher reviewed the translated text again to ensure no misinterpretations or discrepancies between the audio and the translation. The interview transcripts were then analyzed by using ATLAS. ti software. This tool is commonly used in qualitative research to enable more in-depth and complex data analysis through technological support (Castleberry & Nolen, 2018).

At the beginning the researcher conducted open coding. According to Boeije (2010), open coding is “the process of breaking down, examining, comparing, conceptualizing, and categorizing

data." During this phase, the researcher carefully read the interview transcripts to identify statements related to the research questions. Relevant text fragments were labeled with codes, and similar codes were grouped into categories. From these codes, the researcher developed themes that were aligned with the research questions of the study.

The main code categories are presented in the table below and the full list of code categories are presented in Appendix 3.

Table 2. Main Code Categories

No	Code ID	Code	Category	Definition	Frequency
1	EU	Easy to Use	Effort Expectancy	Refers to the simplicity of AI tools for users.	25
2	PE1	AI make GPR rely less on other people	Performa Expectancy	AI reduces the need for extensive collaboration by automating specific tasks.	2
3	PE2	AI Simplifies GPR Tasks	Performa Expectancy	AI make GPR works easier	26
4	PE3	AI Accelerates the Completion of GPR Tasks	Performa Expectancy	AI speed up in finishing GPR task, reducing time requirements	20
5	PE4	Concern about the output quality of AI-Based tools	Performa Expectancy	Concerns regarding the quality of AI-generated outputs	8
6	FC1	Involvement in AI Training Program	Facilitating Condition	Indicates involvement in structured training programs for AI usage	8
7	FC2	Organizational Support for Paid Subscriptions Tools and Facilities	Facilitating Condition	Potential access to financial resources for procuring advanced AI tools	9
8	FC3	Organizational Support for GPR Skill Development	Facilitating Condition	Assistance from organizations to enhance skills for AI-based GPR tasks	19
9	FC4	Positive response Toward AI Utilization from leaders and coworkers	Facilitating Condition	Encouragement and support from peers and leaders for AI adoption	7
10	SI1	Know AI from Social Media	Social Influence	Gained awareness about AI tools and trends through social media platforms	19

No	Code ID	Code	Category	Definition	Frequency
11	SI2	Know AI from Training Session	Social Influence	Acquired knowledge and skills from AI training sessions	1
12	SI3	Know AI tools from Colleagues	Social Influence	Learned about AI tools through peer recommendations and interactions	11
13	ATT1	Continue use AI in the future	Attitude toward AI	A commitment to ongoing use of AI tools in workflows	23
14	ATT2	Neutral view about AI	Attitude toward AI	A balanced perspective regarding AI's benefits and drawbacks	1
15	ATT3	Positive attitude toward AI utilization	Attitude toward AI	Optimism about the role of AI in improving work and efficiency	23
16	PR1	Risk of Inaccuracy	Perceived Risks	The risk of AI generating incorrect or misleading information.	18
17	PR2	Risk of Job Displacement	Perceived Risks	The potential for AI to replace human jobs, leading to unemployment.	4
18	PR3	Risk of AI Dependency	Perceived Risks	The concern that excessive reliance on AI could lead to reduced self-reliance, critical thinking and professional skills	24
19	PR4	Risk of Data Privacy and security risk	Perceived Risks	The possibility of AI tools exposing sensitive user or organizational data to security threats	15
20	PR5	Risk of Misinformation Spread	Perceived Risks	The potential for AI tools to unintentionally spread false or misleading information	7
21	PR6	Risk of Plagiarism	Perceived Risks	The concern that AI-generated content might duplicate copyrighted materials	6

Furthermore, to avoid subjectivity and ensure the reliability of the analysis, a second coder was asked to examine the data. The researcher provided a codebook and three interview text fragments from ATLAS. Ti Software (Interviews 6, 7, and 13). From the 72 items that were examined, the agreement between the two coders was 66, while the disagreement was 6. The coding results of the second coder were calculated using Cohen's Kappa to calculate observed

agreement. The different interpretations of coding between the second and first coders were discussed and resolved, resulting in changes to the final codebook. The researcher revised the codebook, reducing the number of codes from 58 in the initial version to 57 in the final version. This change was made after the researcher decided to delete one code due to its similarity in meaning to another code. The deleted code was " Re-evaluate AI-provided data'. It was merged into 'Human Control Over AI'. The results of the reliability analysis with Kappa is .9, and further details on the reliability analysis are presented in Appendix 4.

4. Results

This chapter presents a detailed examination of the empirical findings based on the experiences and insights of government public relations (GPR) practitioners in Indonesia concerning the implementation of AI technologies. It begins by exploring the themes and associated categories that emerged from the data, shedding light on the application of AI in GPR practices and factors shaping the adoption of AI in public sector organizations.

The themes identified from the data were developed based on the study's primary research question, which aims to explore the overall perception and attitude of GPR practitioners toward AI. They also address the sub-research question, which investigates the application of AI in Indonesia, the factors influencing its adoption, and the challenges and perceived risks associated with its implementation.

The explanation of each theme will be discussed and supported by incorporating sample quotations drawn from the 23 participants involved in the study. A summary of the codes and their definitions can be found in the Appendix 3. In conclusion, this chapter explores in-depth exploration of the AI adoption experiences encountered by Government Public Relations practitioners in Indonesia.

4.1 The Use of AI in GPR Practices

This section examines participants' experiences with adopting AI in their roles as GPR professionals. It provides an overview of how long AI has been utilized, its purposes, and the tools most commonly employed by GPR practitioners in Indonesia.

The interviews reveal that AI has been widely integrated into GPR practices. From the data collection, all participants reported using various AI tools. For the majority, their experience

with AI spans less than five years, with most having adopted it within the past 2 to 3 years. Most participants argued that they were getting familiar with AI, particularly after it gained popularity. As a newly implemented technology, GPR recognized and utilized various tools. The most common tools used by GPR are generative AI like ChatGPT. The majority of participants argued that they commonly used ChatGPT to support their work.

Participant 13 elaborated:

"After that, I believe ChatGPT started gaining popularity in 2022 or 2023 if I'm not mistaken. That's when it began booming, and I decided to give it a try"

Furthermore, participants highlight the purpose of generative AI in their work. Participants shared similar experiences that AI was employed to help them write press releases, including generating ideas, creating narratives, and editing texts, highlighting its significance usage in written communication and brainstorming tasks.

Participant 4 elaborated:

"Yes, I mainly focus on writing press releases. Nothing else yet, because we do that every day—sometimes 3-4 press releases in one day. That's the main activity for my team"

Additionally, in the era of social media, communication professionals are responsible for preparing materials to disseminate information about government activities, programs, and policies to the public. The rise of digital platforms is transforming the way GPR professionals communicate with audiences. Besides writing press releases, one of the key responsibilities highlighted by GPR practitioners is content creation, including preparing materials such as short videos, flyers, and infographics for digital platforms. To support this effort, the majority of participants admitted that they frequently use tools like Canva and CapCut. Canva is widely employed for designing flyers and social media content, while CapCut is used to assist with video

editing. Those tools emerged with various features that offer suggestions and template designs which easily accessed by GPR practitioners, even with limited skills in graphic design and video editing, enabling them to create creative and professional media content in a short period.

Participant 21 elaborated:

"For people who are not professional designers but still need to work with design, Canva is incredibly helpful"

Findings from the interview also highlight the importance of AI tools such as Google Trend and Google Alert for Media Monitoring purposes. Private and Public Sector organizations commonly monitor the trend in media to find out how their agencies are perceived by public and media. Media monitoring involves reviewing, observing, and analyzing source content to identify specific keywords or topics mentioned across various media platforms (Fill and Fill, 2018). It can be done with the help of specific tools. Long before the internet was widely used, public relations in government sectors conducted this activity in a manual process, for example, by checking and analyzing media content manually and clipping new articles from the printed media. Since the era of the internet, specifically with the emergence of AI, media monitoring activities can be done with the help of various AI-based tools.

Interestingly, 5 out of 6 participants utilizing AI for media monitoring are from the central government. This indicates that AI is not commonly used for media monitoring in local government. Given the wider scope of the central government and the wide-ranging consequences of its policies, real-time media monitoring is crucial for tracking public sentiment and managing narratives effectively. Central government policies often impact the entire nation, while in contrast, local governments focus primarily on regional issues, which may not attract as much media attention or necessitate the same level of scrutiny. Hence, the different scope and

organizational levels between central and local governments may influence the purpose of AI adoption for media monitoring purposes. For this reason, Participant 19 from the central government and Participant 6 from the local government shared their views.

Participant 19 elaborated:

"*We use network analysis to identify dominant conversations and understand how a crisis unfolds in real-time. From my experience on the crisis team, it became clear that, contrary to popular belief, conversations often precede the news—especially when news spreads on platforms like X (formerly Twitter), with media outlets like Tempo and Kompas following shortly after*"

Participant 6 elaborated:

"I've also heard of AI being used for media monitoring and sentiment analysis, like with Brandwatch. However, at the regional level, particularly in Bengkulu, we haven't really implemented such technology. Currently, the situation is still considered stable, and attacks or criticism in the media are not significant, so it may not be necessary here"

Other tools mentioned by the participants are AI-based translation tools such as DeepL, Quillbot, and Grammarly. Those tools are used for translation and writing purposes. A range of tools, including AI-based speech-to-text and picture-to-text tools, were also mentioned by GPR practitioners to support their daily work.

Overall, despite being relatively new, the insights from participants highlight the growing recognition of AI tools, with generative AI emerging as the dominant AI technology in use. These AI tools have already proven valuable for a wide range of tasks, including generating ideas, content creation, and also translation.

4.2 Factors Influencing AI Adoption Among GPR

This section will delve deeper into the key factors identified as influencing participants' adoption of AI for GPR practices. It includes drivers, challenges, and perceived risks associated with the implementation of AI in their work.

4.2.1 Social Influences

In the UTAUT framework by Venkatesh et al. (2003), social influences are expected to significantly influence the initial stage of technology adoption. In an organizational context, the work environment, such as peers, seniors, and management, plays a role in technology adoption. However, insights from the interviews revealed that the most common source of participants' initial approach to AI emerged from social media, with 11 participants attributing their awareness of AI obtained from social media.

Participant 7 elaborated:

"My interest in AI initially came from social media, where I saw some influencers or content creators using AI in their content creation. I thought, "Wow, this is interesting" From there, I started to try various AIs"

Nowadays, social media serves as a communication platform that is easily accessible to everyone. Users gather vast amounts of information shared on these platforms. With the increasing presence of AI, discussions about this technology have surged on social media, making it a widely discussed topic. Exposure to information about AI on social media tends to enhance GPR practitioners willingness and increase the likelihood of adopting AI technologies. Moreover, the presence of influencers who act as opinion leaders in the era of social media also plays a role in encouraging participants' willingness to approach AI. Furthermore, participants also mentioned that they gained their initial knowledge of AI through a combination of social media and interactions with colleagues.

Participant 10 elaborated:

"*So, if you ask me how long I've been using it, yes, since those apps first appeared and went viral. Once we know there's a new app, we're interested to try and download it. Sometimes, we find out*

from social media, or from friends who recommend it. They usually say, 'This is a good app for editing flyers,' or 'This is good for editing pictures or videos."

This statement underscores that recommendations from people, for example, colleagues who are perceived to have more experience with technology, could be more effectively accepted by individuals. Thus, the insights from participants highlight that virality on social media and word of mouth might trigger the intention to adopt new technology like AI.

4.2.2 Performance Expectancy

In adopting technology, users have specific expectations of its ability to assist them with tasks, such as improving their performance and enhancing productivity. Participants of the study revealed how they perceived the usefulness of AI tools to support their work performance as GPR. Previously, GPR practitioners relied on traditional media, such as newspapers, to disseminate information. However, the rise of digital communication platforms has transformed GPR's operations. Today, they utilize social media and other digital channels to share information with the public. As a result, GPR must focus on creating engaging multimedia content. They incorporate AI into daily workflows to help them enhance efficiency and streamline their work operations. 16 participants shared their perspectives regarding their experiences with applying artificial intelligence in their professional practices.

Participant 10 elaborated:

"AI really makes our work easier, especially in the communication department. For example, to share information about leadership activities with the wider community. In the past, we had to distribute flyers or newspapers, but now we use social media. We edit videos using apps like CapCut, then upload them to Instagram, Facebook or TikTok. This way, people can immediately see the activities of the Donggala Government"

Furthermore, in the fast-paced and dynamic field of public relations, it is crucial for GPR to work quickly, for example, to meet publication deadlines or address issues during a crisis. Therefore, using AI can help them effectively meet these demands. The majority of participants revealed that AI could accelerate their work process and shorten the process time.

Participant 18 elaborated:

" In our case, we use ChatGPT primarily to assist with coverage tasks. However, this doesn't mean the news content is output directly from ChatGPT. Since we are required to work quickly, we use several shortcuts or 'life hacks' to streamline our workflow. For example, a leader may have up to five activities in a single day, all of which need to be reported, so we need efficient methods to handle this workload."

Employing AI allows GPR to work independently. Features and automated templates provided by AI empower them to produce content without relying on their colleagues. This independence is particularly beneficial for organizations with limited personnel in their PR divisions, as AI enables them to carry out responsibilities more effectively. Participants highlighted that after adopting AI, they experienced a noticeable reduction in their reliance on others to complete tasks.

On the other hand, while AI has the potential to enhance work efficiency, participants expressed their concerns about the quality of outputs produced by AI-based tools. GPR practitioners noted that public relations materials generated by AI, for example, news releases, often lack of emotional depth and creativity compared to human-crafted writing. Although AI simplifies and accelerates tasks, it cannot replicate the nuanced emotion and creativity created by humans. As a result, human involvement remains essential for effectively leveraging AI technology in public relations.

Participant 12 elaborated:

"*….it feels like it lacks the essence of public relations work. Sometimes, when we write, we need a certain spirit or emotion in our writing. Using AI makes the work faster, but when we read the result, it doesn't capture that feeling. That's the issue for me"*

In this case, participants acknowledged AI's limitations in supporting GPR practices. While they recognize AI as a valuable supportive tool, GPR practitioners emphasizes that it cannot replace the critical role of human involvement, particularly in handling complex tasks that demand creativity and emotional intelligence. As a result, GPR professionals might not rely entirely on AI to perform their work. The human element remains crucial to ensuring the quality of GPR outputs. Hence, to maximize the potential benefits of AI, it is vital to establish a collaborative relationship where AI and human skills work together to achieve optimal results.

4.2.3 Effort Expectancy

Technology is adopted to assist humans for specific reasons. However, the complexity of accessing certain technologies can impede their adoption. In the case of AI tools, the majority of participants agreed that integrating AI into their work presents no significant challenges. Most tools are easily accessible and user-friendly. In general, GPR practitioners argued that implementing AI requires minimal effort, even for new users with limited experience. Participants note that they only need to invest a little time in learning, making the adoption of AI a generally easy practice.

Participant 21 elaborated:

"*Canva and CapCut were the easiest and most accessible tools for everyone, even those with no design background"*

However, although participants found AI tools easy to use, they also expressed that they initially struggled to operate generative AI systems like ChatGPT. GPR practitioners mentioned that sometimes they have difficulty formulating prompts when seeking assistance through ChatGPT. These prompts, which are the inputs given to the system, are crucial because the output quality depends on how well the prompts are formulated. There is concern that if they mistakenly formulate the wrong prompts, it could lead to unsatisfactory or incorrect outputs from the AI.

Participant 5 elaborated:

"*For technical use, there are none; most of the time when we fill in the prompt, sometimes we are confused about what we want to type so that the results match. Sometimes, when we input the prompt, the output is different from what we want, so sometimes, when I am confused, I just leave it, I think it is wasting time"*

GPR practitioners emphasized that, although most AI tools are user-friendly, enhancing skills to optimize their utilization remains crucial. Some argue that AI-based technologies continue to develop, meaning that GPR practitioners also need to update their skills continuously to catch up the development of technology.

4.2.4 Facilitating Conditions

In the age of digital transformation and advancements in AI technologies, it is essential for GPR practitioners to have a strong understanding of digital tools and their functionalities. As highlighted in the previous section, enhancing skills is crucial for GPR professionals to perform their roles effectively. Therefore, skill development remains vital for leveraging AI optimization. To encourage GPR practitioners' participation in skill development, public sector organizations should demonstrate their commitment to facilitating their employees' skill development. From the

interviews, the majority of participants indicated that they are supported by their organization to participate in skill development activities, for example, taking part in AI training.

Participant 16 elaborated:

"My agency has also shown a strong commitment to developing its resources, not just for lecturers but also for administrative staff. For example, if staff wish to participate in training, the organization is very supportive. They has encouraged resource development across all levels for several years now"

On the contrary, despite organizational support for skill development, most participants have not engaged in training related to AI. They mentioned that their workloads make it difficult to attend these programs. While it's assumed that skill development relies on individual willingness to learn, finding a balance between work and participating in training is challenging. Training typically requires a commitment to fully engage, which can be tough for some GPR practitioners with heavy workloads. For this reason, one of the participants portrayed that due to the limitation of the personnel, sometimes, GPR practitioners should work beyond their work scope and handle unrelating tasks. Instead, participants explained that they generally learn about the use of AI tools by themselves, through various tips and tutorials displayed on social media. It is indicated that the ease of accessing social media provides an opportunity for GPR to obtain the widest possible information about the use of technology.

Participant 5 elaborated:

"*The Ministry of Communication and Informatics often organizes various training sessions, including those focused on AI. As training now depends on the individual who wishes to learn, I cannot participate in the training due to my busy schedule, I have not been able to arrange it"*

Participant 12 elaborated:

“For me, I don’t take formal courses, ma’am. I usually just watch YouTube or TikTok for guidance. So, it’s more of a "learning by doing" approach.”

Furthermore, budget allocation and infrastructure availability play a crucial role in the successful implementation of technology, ensuring its effective utilization. While many AI tools are accessible for free, they often offer subscription plans to unlock advanced or updated features. These subscriptions are typically available on a monthly or yearly basis, depending on the provider. However, due to its rigid system, public sector organizations commonly encounter budget allocation and infrastructure issues. Only a small number of participants argued that they are supported by financial subscriptions.

Participant 17 elaborated:

“ *Oh yes. Like Canva Pro, it's also paid for from the office. So, from the leadership, there are no problems with using AI. As long as it supports our productivity, there's no problem.”*

4.3 Challenge of AI Adoption in GPR Practices

Findings from the previous section have revealed that adopting AI offers various potential benefits in enhancing GPR practices. However, its successful implementation in GPR practices faces several challenges that may hinder the optimization of AI in the field of public relations. Literature reviews depict that public sector organizations in Indonesia have to deal with various challenges, such as a lack of resources, infrastructure, skills, and regulations. This section explores the challenges of AI adoption, as obtained from the interviews.

Budgets Constraints

While many AI tools offer free basic features, accessing advanced capabilities often requires paid subscriptions. These advanced features can significantly accelerate the effectiveness

of AI tools, enabling more sophisticated tasks and faster results. However, public sector organizations often face bureaucratic hurdles in obtaining financial approval for paid subscriptions to AI tools. The process can be complex and time-consuming, as it requires numerous procedures and fulfilling extensive requirements. 14 participants mentioned difficulty accessing the premium version of AI tools due to budget limitations.

Participant 6 elaborated:

"*Yes, that's one of the obstacles we face, which is the budget issue, hehehe. I'm actually reluctant to discuss this too openly, but since it's only for the thesis, it doesn't matter. One of the challenges is the monthly subscription fee for the tools we use. For example, there are subscription packages that cost around one hundred and eighty to two hundred and eighty thousand per month. Sometimes we report this and ask for guidance from the leadership, but the leadership usually suggests using what is available. On the one hand, the leadership wants maximum work results, but the budget does not always support it"*

As a newly implemented technology, AI tools are often excluded from budget allocations, creating barriers to adopting advanced features that could significantly enhance the effectiveness of GPR work. Some of the participants admitted to using their personal resources to cover their AI subscription costs due to the complex procedures for requesting funding in their organizations.

Participant 11 elaborated:

"Yes, sometimes the process of applying for funds (from the office) can feel a bit complicated and long-winded. So, instead of complicating things, it's better to buy it myself "

Limited Skills of GPR Practitioners

Although most GPR practitioners are reported to have no significant challenges operating AI tools, a small number of participants also viewed that GPR practitioners' skills are still limited, particularly when accessing newly implemented technologies such as AI. There is a knowledge gap between GPR professionals, as some are assumed to be skilled users, and others may still be in the early stages of learning and adoption.

Participant 7 elaborated:

"*Many colleagues in PR division still lack familiarity and proficiency with AI tools. While some have begun using these tools, the skill level varies significantly among employees"*

Additionally, although the government frequently provides opportunities for skill development, not all GPR professionals prioritize enhancing their capabilities. Insights from participants in the previous section reveal that some GPR practitioners do not engage in upskilling due to heavy workloads. However, this lack of engagement may also result from limited awareness of their roles as GPR professionals, which negatively impacts their motivation to improve their skills. Consequently, this low level of awareness about the importance of skill development could lead to a shortage of skilled resources within public sector organizations. Participant 8 further elaborated:

"*So, continue to explain that public relations practitioners don't have sufficient skills, not skilled, sorry, while these skills can often be learned, the real challenge lies in the absence of a true passion or 'soul' for public relations professionals. They don't have a soul there. So even if you're forced to be a PR person even by being forced by your position, but if you don't have that soul, it's useless too"*

Limited Internet Coverages and Infrastructures

The widespread adoption of AI-based tools largely depends on the availability of internet access. Most tools require a stable connection to function optimally. To fully harness AI's potential in the Indonesian public sector, it is crucial to ensure equitable internet access and infrastructure across the country. Unfortunately, Indonesia faces significant disparities in internet coverage, particularly in eastern regions and remote areas (Sujarwoto & Tampubolon, 2016). These areas often lack the necessary infrastructure to support AI implementation. Five participants expressed their concern about this challenge.

Participant 6 elaborated:

"*However, in certain districts, there are often obstacles, especially related to the network. Network conditions are often unpredictable, especially since there are several blackspot areas. In addition, the weather can also affect the network. Another obstacle is the frequent blackouts in some areas, especially in Sumba Regency and Kaum Regency."*

Unclear AI Regulation

Indonesia currently lacks specific regulations regarding Artificial Intelligence (AI). To oversee the development of integrated digital services, the government has implemented the Electronic-Based Government System (SPBE) policy. While SPBE forms part of a broader digital governance framework, it does not include detailed provisions specific to AI.

To address the growing significance of AI, Indonesia has introduced the National Strategy for Artificial Intelligence (NSAI) to guide the deployment of AI technologies across the country. However, the regulatory aspects of this strategy remain unclear. As a result, concerns have emerged among GPR officials regarding the ethical and practical implications of AI usage at their agencies. These concerns were further emphasized in eight interviews conducted on the topic, highlighting the urgent need for well-defined AI regulations to ensure responsible and effective deployment of AI in Indonesia.

Participant 7 elaborated:

"Currently, there are no clear regulations regarding our rights in the use of AI. Recently, I wanted to include guidelines on AI in our rules. At our place, we already have social media management guidelines, including content production guidelines, which stipulate that our content should not use copyrighted photos or videos from other parties, as well as unlicensed fonts illegally. I planned to include provisions on the use of AI, but until now there has been no clear regulatory reference that could be used as a reference. Therefore, we have postponed it. Currently, the rules regarding AI have not been clearly regulated"

4.4 Perceived Risks

In adopting technology, perceived risk may affect user acceptance of technology (Featherman & Pavlou, 2003). The following sections will explore in detail the risks that may arise brought by AI from the GPR standpoint.

Risk of Technological Dependency

The emergence of technology brings both positive and negative consequences. While AI offers significant convenience in supporting daily tasks, it also carries risks that may affect professional competence. One notable risk is technological dependency. Participants expressed concerns about becoming overly reliant on AI technology. They believe that reliance could lead to negative outcomes. This concern was expressed by the majority of participants in the study.

Participant 18 elaborated:

"There might be a dependency on AI. I feel powerless without it and lack of confidence. It's similar to how some people are dependent on social media. It's as if there's a certain pleasure, maybe a rush of dopamine, that comes from using AI. When I disconnect from it, I feel reliant and powerless. Perhaps that's the case"

Incorporating AI into daily tasks may increase work productivity and efficiency, however, overreliance on AI can lead to laziness and reduce creativity and critical thinking. Participants also highlighted their concerns about how AI can reduce their skills and professional abilities.

Participant 16 elaborated:

"*If we rely too much on AI, our thinking processes might become stunted. Critical thinking and creativity could diminish because everything is handed over to AI. For example, if we simply copy-paste answers from AI without engaging with the content ourselves, we're not exercising our own intellectual capabilities"*

This statement highlights how sophisticated technology like AI can have unintended consequences. Over-reliance on AI for convenience could lead GPR professionals to increasingly

depend on automated solutions for their tasks, assuming that AI can reliably complete their work. If this process continues over time, there is a concern that it potentially diminishes GPR practitioner's skills, including declining creativity and critical thinking.

Risk of Inaccuracy

Accuracy issues have become one of the risks mentioned by the participants. During their experience employing AI in their work practices, GPR practitioners admitted that they do not fully trust the data provided by AI. The accuracy of generative AI tools such as ChatGPT and Gemini is not always accurate. Fourteen participants highlighted their views about this risk.

Participant 16 elaborated:

"I don't trust it 100%. If I'm looking for journals or articles, even when ChatGPT provides references or links (e.g., from Sage or Springer), I always cross-check the information—whether on Google Scholar or elsewhere—because the references are not always accurate"

The argument above highlights the limitations of AI systems. As part of Machine Learning tools, the outputs are not always reliable. Therefore, rather than accepting it immediately, GPR professionals must critically evaluate AI-provided data and verify the information they receive against credible sources.

Risk of Misinformation Spread

Building on the previous findings, the inaccuracy of AI-generated data poses another significant risk: the spread of misinformation. In the era of digitalization, where information is easily spreading, misinformation become one of the concerns mentioned by 6 participants during the interview.

Participant 14 elaborated:

"*Also, another risk is the spread of misinformation, which can have a negative impact if not properly checked and verified."*

Without a thorough critical assessment of the data provided by AI, GPR professionals risk unintentionally spreading misinformation, which could threaten their credibility and professional integrity as government communicators and negatively impact their agency. Hence, GPR practitioners should be fully aware of this potential risk and be able to mitigate it.

Risk of Plagiarism

A small number of participants expressed their concern about plagiarism. They recognize that AI-based tools, particularly generative AI like ChatGPT could potentially facilitate plagiarism. Since the data generated by AI comes from various sources, it may unintentionally resemble copyrighted materials and steal other's intellectual properties. GPR practitioners who rely on AI without caution risk compromising the originality and authenticity of their work.

Participant 7 elaborated:

"*Sometimes the results can be similar to other works, and this can trigger plagiarism issues. In the creative design industry, we cannot be careless about this because there are copyrights that must be respected. So, if AI users don't think critically or just rely on the instant process, the risk is that the work will be less original or even violate copyright.*"

Thus, this potential risk highlights the urgent need for GPR practitioners to possess sufficient digital skills. In addition to mastering the technical skills required to utilize AI, GPR practitioners must also develop critical and analytical abilities, including an understanding of ethics in the era of Artificial Intelligence.

Risk of Privacy and Data Security

Another risk that participants consider is data privacy and security. GPR practitioners are aware that, if they are not cautious when using AI, it could lead to data leakage. Carelessly inputting sensitive information into generative AI can result in significant consequences.

Participants argued that AI tools might store and potentially share their data with other users. This concern was mentioned by 12 participants.

Participant 20 elaborated:

"*We give them data, give them text that they will store, which may also be accessed by other people who want to use. So there is a possibility of information leaks when we use it unwisely."*

Participant 8 elaborated :

"*What might be difficult for us to control is the aspect of data security and privacy. We really don't know whether the data we input into AI will be stored in certain databases or even sold to other parties. This is out of our control."*

The leakage of sensitive information could be exploited by unauthorized individuals for malicious purposes. In public sector organizations that manage sensitive government data, it is crucial for GPR professionals to prioritize data security. They need to understand how AI tools process the data they handle and carefully evaluate which tasks can be safely delegated to AI. While AI has the potential to streamline workflows, exercising critical thinking when using AI-based tools is essential to minimize the risks of data breaches and privacy violations. GPR practitioners should take responsibility for the content they share with AI and ensure they are aware of the associated risks with AI technology.

Risk of Job Displacement

The rise of AI-driven automation has sparked concerns about job displacement. Previously, GPR professionals noted that AI tools, which can replicate human capabilities, have reduced the need for human collaboration by taking over certain tasks. This has led to anxiety that AI could undermine job stability within the GPR field. Four participants highlighted this issue as a significant risk tied to the increasing use of AI technologies.

Participant 8 elaborated:

…but sometimes there is a sense of anxiety, fearing that later human will no longer be needed because of this increasingly sophisticated AI."

Undeniably, AI continues to evolve rapidly. There is a prediction that there will be an era of Artificial Superintelligence (ASI), where AI capabilities could equal or even surpass human abilities. This prospect raises debates about the future of public relations professionals and whether AI might replace their roles. Nevertheless, GPR practitioners must adapt and keep enhancing their skills to align with technological advancements, ensuring they remain relevant and do not lag behind in their field.

4.5 General Perception and Attitudes of GPR Towards AI

Despite the challenges and perceived risks they may encounter, all of the study participants agreed that using AI tools is beneficial for their practices. Utilizing AI tools has proven to assist them in completing their tasks efficiently. AI tools have a significant impact on GPR practices in public sector organizations, both at the local and central government levels. This is reflected by all participants of the study.

Participant 7 elaborated:

"*From my work, AI is very helpful in completing tasks more quickly. It's not just helpful, it's very, very helpful, especially because at the center, the work demand is very high. In PR, we work close to the leadership next to the Director-General. Often, when one task has not been completed, there is already a request for the next task. This is quite mind- and time-consuming"*

This quotation highlights how AI greatly benefits GPR in public sector organizations, particularly at the central level, which often encounters heavy workloads. Due to its fast-paced and dynamic work characteristics, GPR practitioners are required to work quickly, effectively, and efficiently, making AI highly relevant in supporting public relations activities.

Given the perceived benefits of AI in their work, in general, GPR professionals expressed their willingness to continue using AI tools to support their work. However, one participant acknowledged that AI technology will continue to evolve, and GPR practitioners must be able to assess its potential risks in the future. If negative consequences emerge dominantly, GPR practitioners will need to explore alternative technological systems that pose fewer risks to their practices.

Additionally, to fully capitalize on the benefits of AI and minimize its potential drawbacks, GPR practitioners emphasize the necessity of maintaining human control over AI, ensuring its effective and responsible application.

Participant 8 elaborated:

"*Therefore, the use of AI must always be well controlled. We also need to remember that AI products are products of technology, so it is important to constantly check and ensure which information is true and which is false"*

Insight from the participants underscores the importance of critically evaluating the outputs generated with AI assistance to ensure accuracy and minimize potential risks that may occur.

In conclusion, while all participants recognized the significant benefits of AI tools in improving efficiency and assisting with the demanding tasks of GPR professionals, they also stressed the need for human supervision. They highlighted that being aware of potential risks and using AI responsibly is essential to maximizing its benefits while minimizing any drawbacks in public sector communication practices.

5. Discussion

This chapter presents the findings related to the research questions outlined earlier. It offers a comprehensive overview of both the theoretical and practical implications of the study. Additionally, it discusses potential directions for future research and highlights the study's limitations. Finally, it concludes with a summary of the key insights derived from the research.

5.1 Main Findings

To address the first sub-research question regarding the extent of AI adoption in GPR practices, this study reveals that various AI tools have been widely adopted by GPR practitioners in Indonesia to enhance work performance. The data analysis results underscore that all participants consider AI to be a valuable resource and acknowledge its advantages in streamlining processes and improving efficiency in their work. These findings align with Soegiarto et al. (2024), who emphasize AI's role in enhancing work efficiency within public relations practices. While their research focuses on corporate PR, notable differences exist when compared to government PR (GPR). In corporate PR, AI is predominantly employed for tasks such as media monitoring, sentiment analysis, and customer engagement. While in public organizations, GPR practitioners primarily utilize AI to generate communication materials, including news releases and social media content. This distinction underscores the influence of organizational context on technology adoption, as highlighted by Al-Shohaib et al. (2009).

The study also explored the factors driving AI adoption as well as the challenges and risks faced by GPR practitioners, addressing the second sub-research question. The findings revealed that, while colleagues and family can influence AI adoption, most participants were interested in adopting AI through social media. The intention to embrace new technology increases when

individuals are frequently exposed to information related to it, as noted by Zhu et al. (2020). This underscores the crucial role of social media in shaping technology adoption behaviors.

In terms of facilitating conditions, findings from the study indicated that, in general, public-sector organizations support AI adoption by encouraging AI utilization and providing opportunities for skill development to GPR practitioners. Thus, the previous study about the lack of management support for human resources development mentioned by Nugroho and Hakim (2023) is not fully supported by the study's results.

The study also revealed significant challenges in implementing AI in GPR practices. Despite management's support for integrating AI, rigid bureaucratic structures within public sector organizations often impede effective implementation, particularly in securing adequate funding. This study presents those financial constraints as a major barrier to successful AI adoption. Given that AI tools are generally not included in public sector budget allocation, these findings underscore the importance of effective budget planning for AI integration in government operations, as suggested by Khaerunnisa et al. (2023).

Participants also expressed concerns about human resource skill gaps, limited internet access, and unclear regulations surrounding AI usage. These findings reinforce existing research presented in the theoretical framework chapter and emphasize the multifaceted challenges encountered by government agencies in adopting AI (Mustopa et al., 2024; Sutrisno et al., 2024; Herawati et al 2023).

Furthermore, when it comes to the risks associated with AI, the study highlights concern, particularly about its potential impact on critical thinking, creativity, and professional skills. Consistent with the findings of Chavan (2024) and Zhai et al. (2024), which emphasize AI's

negative effects on cognitive abilities, the present study revealed that reliance on AI could lead to the risk of cognitive decline, potentially diminishing GPR practitioners' critical thinking and professional skills over time. This viewpoint contrasts with prior studies, which argue that AI has the potential to enhance critical thinking (Moongela et al., 2024; Liu and Wang, 2024; Fabio et al., 2024). These contrasting perspectives raise important questions about whether the use of AI fosters critical thinking and skills or has the potential to weaken those abilities in individuals.

Reliability emerged as another major concern, particularly with generative AI tools like ChatGPT. Participants raised concerns about the accuracy of these tools, noting that AI often produces misleading or incorrect content, which can weaken the credibility of GPR practitioners as public sector communicators. Other perceived risks included potential plagiarism, data privacy and security issues, and threats of job displacement. These concerns are consistent with prior research by Halupa (2023), Rahman et al. (2023), and Gruetzemacher et al. (2020).

Finally, this research reveals GPR's attitude toward AI, answering the main research question of the study. These findings underscore that despite of challenges and potential risks that AI may pose, overall, GPR practitioners have a positive view of AI and show their willingness to continue to use AI in the future. Participants emphasized the necessity of maintaining human control over the use of AI to minimize its potential risks. This research highlights the importance of human-AI collaboration in integrating AI into GPR practices and emphasizes the need for continuous learning to fully harness AI's potential in improving public sector organizational performance. This focus provides valuable insights for GPR practitioners and policymakers, promoting the effective implementation of AI, especially in Indonesian public sector organizations.

5.2 Theoretical Implications

This study contributes to the literature by complementing existing research in the wider field of AI adoption. It provides valuable insights into AI adoption within Indonesian public sector organizations, specifically in the context of government public relations, an area that has received limited attention in prior studies.

Using the Unified Theory of Acceptance and Use of Technology (UTAUT) as the guiding theoretical framework, this study underscores how the organizational context shapes the purposes for which AI is utilized. While most previous research on AI adoption has focused on corporate public relations, the findings reveal that government public relations primarily adopt AI tools to support communication and information-related tasks, contrasting with the more advanced functionalities, such as media monitoring, sentiment analysis, and customer engagement, commonly observed in corporate settings. These findings indicate that environmental characteristics, such as private or public organization settings and central or local levels of government, may significantly influence how AI tools are adopted and utilized. These environmental characteristics may impact the key determinants outlined in the UTAUT model, as described by Venkatesh (2021b).

Furthermore, this study found that most participants were motivated to adopt AI after encountering information about it on social media, particularly from influencers and discussions on these platforms. It highlights the unique roles of social media exposure in the technology adoption process. In the UTAUT model, social influence typically refers to significant others, such as family, peers, and colleagues. However, the role of social media influencers is not explicitly

accounted for in the traditional model of UTAUT. Consequently, this research highlights that while the UTAUT model provides a robust theoretical foundation for examining technology adoption, it requires adaptation to incorporate modern social influences shaped by the advancement of technology and the proliferation of various social media platforms.

Lastly, the study's findings regarding the risks of technological dependency and the impacts on cognitive abilities align with prior research (Zhai et al., 2024; Chavan, 2024; Moongela et al., 2024; Liu and Wang, 2024; Fabio et al., 2024). While most existing studies primarily focus on the cognitive impact of AI on students, this research offers a broader perspective by demonstrating that AI usage can similarly affect employees. This contribution expands the understanding of AI's implications beyond the academic context, highlighting its influence within professional environments. Moreover, the differing perspectives on AI's impact in the literature prompt theoretical debates about its dual nature, raising questions about whether AI has the potential to both enhance and weaken particular abilities. This divergence highlights the need for further research to address the conflicting opinions found in the current literature.

5.3 Practical Implications

The result of the study provides an understanding of the adoption of AI in GPR practices in Indonesia. Hence, the study findings offer several practical implications and provide valuable insight into the practice of GPR and public sector organizations. Firstly, given that the implementation of AI among GPR practitioners is still relatively new and AI technology is continuously developed, GPR practitioners must be able to adapt quickly. For this reason, skill development is crucial to effectively leverage AI's potential and maximize its impact on enhancing

public sector performance. GPR practitioners should actively enhance their skills to remain competitive, taking various available opportunities for human resources development.

Secondly, GPR practitioners not only need to understand the benefits and risks associated with AI but also demonstrate a commitment to adopting it responsibly and ethically to avoid potential risks that may be posed by AI. The study underscores that maintaining control when utilizing AI is essential, GPR practitioners should be able to employ AI wisely to prevent them from the downside of AI.

Thirdly, the study highlights financial constraints as one of notable significant barriers to the adoption of AI in GPR activities. To address this, public sector organizations must provide adequate support for AI implementation in their organization. Given the growing importance of AI in organizational operations, its integration should be prioritized in the budgeting plans of the public sector organizations.

Fourthly, despite the absence of comprehensive regulations regarding AI, policymakers within public sector organizations should establish clear operational standards and guidelines for AI usage. Such standards will ensure the effective and responsible adoption of AI while minimizing potential negative implications, thereby fostering optimal outcomes from AI integration.

5.4 Limitations and Future Research Directions

Several limitations may appear from the result of the study. First, the study was conducted with a qualitative approach, capturing the views from 23 samples of GPR across Indonesia. This study may have reached data saturation, as the findings primarily reflect recurring themes shared by the participants. While this ensures depth in the analysis, it may limit the

inclusion of unique or less common perspectives on AI adoption in GPR practices. Future research could employ a quantitative approach with a larger sample size, allowing for broader representation and obtaining a more comprehensive understanding of AI adoption in GPR practices.

Secondly, while this study aimed to capture a general perspective from GPR practitioners regardless of age, the participant demographic was predominantly composed of millennial generation which is often considered "tech-savvy," with strong technological skills. This demographic homogeneity may have influenced the results. Considering that the actual population of GPR professionals encompasses a wider range of ages and varying levels of technological expertise, a more diverse sample might have provided different insights into AI adoption and utilization within this sector. Future research could examine how different generations, such as Generation X and Generation Z, perceive the benefits of AI, as well as investigate how these different generations approach and utilize AI technology in their professional roles.

Thirdly, concerns about the impact of AI on cognitive skills among skilled GPR practitioners call for closer examination. This study only briefly mentions the potential link between AI use and technological dependency, which may lead to cognitive decline, but does not explore it in detail. Future studies could delve deeper into this issue, exploring how the integration of AI influences GPR professionals' competencies and the long-term impact of AI reliance on critical thinking, creativity, and professional skills within GPR practices.

5.5 Conclusion

This study provides insights into the adoption of AI in GPR practices in Indonesia. The findings demonstrate that AI tools, particularly generative AI like ChatGPT, Canva and CapCut, have become valuable tools for GPR practitioners to streamline communication tasks, such as drafting news releases and generating content, leading to increased work efficiency.

However, the widespread adoption of AI within GPR faces several challenges. Budget constraints, limited practitioner skills in AI, insufficient IT infrastructure, and unclear regulatory frameworks pose significant obstacles. Furthermore, concerns regarding technological dependency, data privacy, the accuracy of AI-generated content, and the potential for job displacement due to AI automation require careful consideration. Despite these challenges and risks, the study reveals a strong intention among GPR practitioners to continue using AI tools emphasizing the crucial role of human oversight and control to ensure responsible and effective AI integration into their practices.

In conclusion, this study offers a comprehensive understanding of AI adoption in Indonesian public sector organizations, particularly in GPR practices. It underscores AI's potential to enhance efficiency while also addressing the challenges and risks associated with its implementation. By prioritizing skill development, adequate resources, and clear regulatory frameworks, policymakers and practitioners can ensure the effective and responsible use of AI, promoting its long-term success in the Indonesian public sector.

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Appendices

Appendix 1. Demographic of Participants

Participant	Gender	Age	Working Experience	Level of Organization
1	Male	36	13 years	Local Government
2	Male	49	13 years	Local Government
3	Female	32	5 years	Local Government
4	Female	52	11 years	Local Government
5	Female	41	15 years	Local Government
6	Male	45	14 years	Local Goverment
7	Male	38	5 years	Central Government
8	Male	29	6 Years	Central Government
9	Female	38	2 years	Local Government
10	Female	35	6 years	Local Government
11	Male	28	2 years	Local Government
12	Male	43	12 years	Local Government
13	Male	34	5 years	Local Government
14	Male	42	12 years	Local Government
15	Male	32	2 years	Central Government
16	Female	43	14 years	Central Government
17	Female	39	7 years	Local Government
18	Female	41	5 Years	Central Government
19	Female	38	20 years	Central Government
20	Male	28	2 years	Central Government
21	Female	31	5 years	Central government
22	Female	31	5 years	Local government
23	Male	26	3 years	Central government

Appendix 2. List of Questions

Introduction :

Thank you for agreeing to participate in this study. This research project has been reviewed and approved by the BMS Ethics Committee/domain Humanities & Social Sciences University of Twente. The primary goal of this research is to examine the perceptions, attitudes, and factors influencing AI adoption of Government Public Relations(GPR) practitioners in Indonesia. Specifically, the researcher is looking to gather insights into:

- How AI is currently being used in public relations within government organizations.
- The perceptions and attitudes of PR practitioners towards AI
- Key factors, including perceived risks that either facilitate or hinder the adoption of AI in GPR practices

Since this interview is a critical part of the research, your experience and insights will contribute significantly to understanding the broader dynamics of AI adoption in government communications practices. Before starting the interview, I would like to inform you several things:

- The interview will last approximately 30-45 minutes.
- This is a semi-structured interview, meaning that while we have prepared a set of
- questions, there is flexibility to explore topics in more detail as they arise.
- Your answer will not be judged right or wrong. Please share any relevant examples or
- experiences that would enrich the researcher's understanding of the topic.
- Your participation in this interview is completely voluntary. All the information shared
- during the interview will be treated with the utmost confidentiality and will be handled anonymously.
- With your permission, this interview will be recorded for accuracy and later transcribed.
- The recording will only be used for research purposes and will be stored securely. It will be deleted after the study is complete. If at any point during the interview, you wish to stop the recording or withdraw from the study, you are free to do so without any consequences. There are no physical, legal, or economic risks associated with participating in this study.

Before we begin, do you agree with these points? If yes, we can continue with the interview. Otherwise, we can stop.

Interview Questions:

1. Background Information

Name of interviewee	
Organization	
Gender/Age	

1. How long have you worked as Government Public Relations (GPR)?
2. What is your current position?
3. Could you explain what your job entails?

2. Introduction

4. Do you use AI for your work?

If the answer is **YES:**

3. AI Usage

5. What specific PR tasks do you use AI for?

Follow up questions:

5A Could you please mention what kind of AI Tools you have used so far?

5B Could you elaborate more about your experience using AI? How do you feel about it? Do you find it useful/helpful? (e.g. It helps you a lot, it increases your productivity) (P

5C Do you find the AI tools you are using easy to learn and use?

5D Besides what you mentioned, in your opinion, for what other GPR activities AI can be used?

4. Motivation and Enabler to use AI

6. What motivate you to adopt AI for PR purposes?

Follow up questions:

6A. Do you feel AI was adopted in response to a broader industry trend, or were there specific factors that drove adoption?

6B. What your colleagues and supervisor think about AI? Did they use or motivate you to use it?

7. Do you think your workplace gives enough support for using AI in PR? If yes, how?

Follow up questions:

7A. Has your organization provided any training or support that helped you to use AI?

7B. Is there any sufficient budget or facilities that support AI implementation in your tasks?

5. Challenges to Use AI

8. Do you have any challenges when implementing AI in your work?

If the answer is **NO:**

3**. AI Usage**

5. Why?

5. Challenges to Use AI

9. What challenges do you think hinder the adoption of AI (e.g., leadership support, infrastructure, budget, skills, etc.)

6. Perceived risk in using AI

9. When using AI, do you think that the AI provides accurate and reliable outputs?
10. Do you see any potential risks when using AI in your PR activities?

7. Overall perceptions and Attitudes Toward AI

11. Overall, what benefits do you think of using AI for PR tasks?
12. Do you see any disadvantages of using AI?
13. In general, do you have a positive or negative view of AI for GPR practices?
14. Would you (keep) use AI in the future?

8. Concluding the Interview

15. Any remarks or things that you would like to add?

Once again, thank you for your valuable time and willingness to participate in this study. Your insights are crucial in helping us understand the evolving role of AI in government public relations in Indonesia.

Appendix 3. Codebook

No	Code ID	Code	Category	Definition	Frequency
The Use of AI in GPR Practices					
1	AT1	AI tools That Convert picture to text	AI tools	Tools specifically designed to extract text from image files using AI	1
2	AT2	Use Bing from Microsoft	AI tools	Using Microsoft Bing's AI capabilities for tasks like search and analysis	3
3	AT3	Use Canva	AI tools	Utilizing Canva for AI-enhanced design and content creation	17
4	AT4	Use Capcut	AI tools	AI-based video editing software used for creating and refining videos	10
5	AT5	Use ChatGPT	AI tools	Employing ChatGPT for content generation and automation tasks	20
6	AT6	Use DeepL	AI tools	Using DeepL for accurate and fast translations	2
7	AT7	Use Gemini	AI tools	Refers to the Gemini AI tool for varied GPR tasks	3
8	AT8	Use Google Alert	AI tools	AI-based alerts for monitoring online content and news updates	1
9	AT9	Use Google Trend for Media Monitoring	AI tools	Using Google Trends for tracking and analyzing trends in media and public opinion	1
10	AT10	Use Grammarly	AI tools	Leveraging Grammarly for improving grammar and writing clarity	2
11	AT11	Use Quillbot	AI tools	AI tool for paraphrasing, translating, and enhancing written text	1
12	AT12	Use speech to text AI-based tools	AI tools	Tools for converting spoken language into text using AI technology	2
13	AU1	AI for creating narration	AI Usage	Employing AI to craft stories, scripts, or textual narratives	8

14	AU2	AI for design	AI Usage	Utilizing AI tools for graphic design and visual content creation	8
15	AU3	AI for generating idea	AI Usage	Leveraging AI for brainstorming and ideation	14
16	AU4	AI for Image processing	AI Usage	AI tools for editing or enhancing images	3
17	AU5	AI for Media Monitoring	AI Usage	Tools that track and analyze media coverage and trends	7
18	AU6	AI for video creation	AI Usage	Using AI in video editing, creation, and optimization	9
19	AU7	AI for Writing Press Release	AI Usage	Employing AI for drafting and refining press releases	11
20	AU8	AI for Presentation	AI Usage	Employing AI to assist in designing, structuring, and enhancing presentations	2
21	AU9	AI tools for editing voices	AI Usage	AI applications specifically designed for voice editing	1
22	AU10	Learn to utilize AI from Colleagues and Social Media	AI Usage	Learning AI usage techniques from informal sources	7
23	AU11	Length of AI Adoption in GPR practices	AI Usage	The duration AI has been used in public relations practices	22
24	AU12	Use AI tools depend on situation	AI Usage	The flexibility of using AI based on task requirements and context	8
Factor Influencing AI Adoption					
25	EU	Easy to Use	Effort Expectancy	Refers to the simplicity of AI tools for users.	25
26	PE1	AI make GPR rely less on other people	Performa Expectancy	AI reduces the need for extensive collaboration by automating specific tasks.	2
27	PE2	AI Simplifies GPR Tasks	Performa Expectancy	AI make GPR works easier	26
28	PE3	AI Accelerates the Completion of GPR Tasks	Performa Expectancy	AI speed up in finishing GPR task, reducing time requirements	20

29	PE4	Concern about the output quality of AI-Based tools	Performa Expectancy	Concerns regarding the quality of AI-generated outputs	8
30	FC1	Involvement in AI Training Program	Facilitating Condition	Indicates involvement in structured training programs for AI usage	8
31	FC2	Organizational Support for Paid Subscriptions Tools and Facilities	Facilitating Condition	Potential access to financial resources for procuring advanced AI tools	9
32	FC3	Organizational Support for GPR Skill Development	Facilitating Condition	Assistance from organizations to enhance skills for AI-based GPR tasks	19
33	FC4	Positive response Toward AI Utilization from leaders and coworkers	Facilitating Condition	Encouragement and support from peers and leaders for AI adoption	7
34	SI1	Know AI from Social Media	Social Influence	Gained awareness about AI tools and trends through social media platforms	19
35	SI2	Know AI from Training Session	Social Influence	Acquired knowledge and skills from AI training sessions	1
36	SI3	Know AI tools from Colleagues	Social Influence	Learned about AI tools through peer recommendations and interactions	11
37	PR1	Risk of Inaccuracy	Perceived Risks	The risk of AI generating incorrect or misleading information.	18
38	PR2	Risk of Job Displacement	Perceived Risks	The potential for AI to replace human jobs, leading to unemployment.	4
39	PR3	Risk of AI Dependency	Perceived Risks	The concern that excessive reliance on AI could lead to reduced self-reliance, critical thinking and professional skills	24
40	PR4	Risk of Data Privacy and security risk	Perceived Risks	The possibility of AI tools exposing sensitive user or organizational data to security threats	15
41	PR5	Risk of Misinformation Spread	Perceived Risks	The potential for AI tools to unintentionally spread false or misleading information	7
42	PR6	Risk of Plagiarism	Perceived Risks	The concern that AI-generated content might duplicate copyrighted materials	6
43	RA1	Human control over AI	Risk anticipation	The importance of users maintaining oversight of AI processes and decisions	38

44	RA2	Improve skills in optimizing AI use	Risk anticipation	Efforts to enhance capabilities to effectively utilize AI tools in work processes	14
45	RA3	Strenghten AI Regulation and Policies	Risk anticipation	Advocacy for clear, robust policies governing AI use	3
46	RA4	Utilize AI wisely	Risk anticipation	Encouragement to use AI responsibly and efficiently	4
47	CU1	Budget Constraint	Challenge in using AI	The limitation of resources due to insufficient budgets for AI implementation	19
48	CU2	Challenge in making the prompt	Challenge in using AI	Difficulties in crafting prompts that effectively guide AI tools	8
49	CU3	Has not taken part in any specific AI training	Challenge in using AI	Lack of exposure or training for effective use of AI tools.	17
50	CU4	Limited GPR Skills	Challenge in using AI	The gap in required skills for AI integration in GPR	9
51	CU5	Limited Internet Coverage and Infrastructure	Challenge in using AI	Connectivity issues affecting the ability to use AI tools efficiently	5
52	CU6	No organizational support for improving human resources skill	Challenge in using AI	The absence of support to upskill personnel in AI use	2
53	CU7	Unclear AI Regulation	Challenge in using AI	The lack of established guidelines and policies governing AI usage	8
General Perception and Attitude Toward AI					
54	GP	Helpful for GPR tasks	General Perception	The advantage of AI in assisting tasks specific to Government Public Relations (GPR)	34
55	ATT1	Continue use AI in the future	Attitude toward AI	A commitment to ongoing use of AI tools in workflows	23
56	ATT2	Neutral view about AI	Attitude toward AI	A balanced perspective regarding AI's benefits and drawbacks	1
57	ATT3	Positive attitude toward AI utilization	Attitude toward AI	Optimism about the role of AI in improving work and efficiency	23

Appendix 4. Intercoder Reliability

Reliability analysis of interview sessions

Citation	Encoder 1	Encoder 2	After Consultation
6.3	AU3, AU9, PT, AT3	AU3, AU9, PT, AT3	
6.4	AU3	AU3	
6.5	RA3	RA1	RA1
6.6	AT3	AT3	
6.7	S11	S11	
6.8	AU2	AU2	
6.9	PE3	PE3	
6.10	PE2, PE3	PE2, PE3	
6.11	PE2, PE3,EU	PE2, PE3,EU	
6.12	PT	PT	
6.13	CU1	CU1	
6.14	CU6	CU6	
6.15	CU5	CU5	
6.16	CU3	CU3	
6.17	PR1	PR1	
6.18	RA3	RA1	RA1
6.19	PT	PT	
6.20	ATT1	ATT1	
6.21	AT5	AT5	
6.22	FC1	FC1	
6.23	PE2	PE2	
7.3	AU12	AU12	
7.4	PT	PT	
7.5	AU3, AU9	AU3, AU9	
7.6	AT5	AT5	
7.7	AT10	AT10	
7.8	AT6	AT6	
7.9	AT3	AT3	
7.10	PE3	PE3	
7.11	RA3	RA1	RA1
7.12	RA3	RA1	RA1
7.13	PR9	PR9	
7.14	EU	EU	
7.15	CU1,CU5	CU1,CU5	

7.16	S11	S11	
7.17	CU1,CU5	CU1,CU5	
7.18	CU5	CU5	
7.19	EU	EU	
7.21	PR6	PR6	
7.22	PR9	PR9	
7.23	PR7	PR7	
7.24	PR7	PR7	
7.25	PR2,PR6	PR2,PR6	
7.26	ATT3	ATT3	
7.27	ATT1	ATT1	
7.28	CU8	CU8	
7.29	CU1,CU5	CU1,CU5	
7.30	PR1	PR1	
13.3	AU5,PE3,PT	AU5,PE3,PT	
13.4	PR6	PR6	
13.5	S11	S11	
13.6	EU	EU	
13.7	PT,RA1	PT,RA1	
13.8	CU3	CU3	
13.9	AU11	AU11	
13.10	FC2	FC2	
13.11	CU1	CU1	
13.12	FC1,RA2	FC1,RA2	
13.13	PR9	PR9	
13.14	PR7	PR7	
13.15	CU8	CU8	
13.16	ATT3	ATT3	
13.17	PR6	PR6	
13.18	PR2	PR2	
13.19	RA3	RA1	RA1
13.20	RA3	RA1	RA1
13.22	RA1	RA1	
13.23	ATT1	ATT1	
13.24	PR6	PR6	
13.25	PR8	PR8	
13.26	PR1	PR1	
13.27	AT5	AT5	

Kohen's Kappa Analysis by SPPS Software

Crosstabs

Case Processing Summary

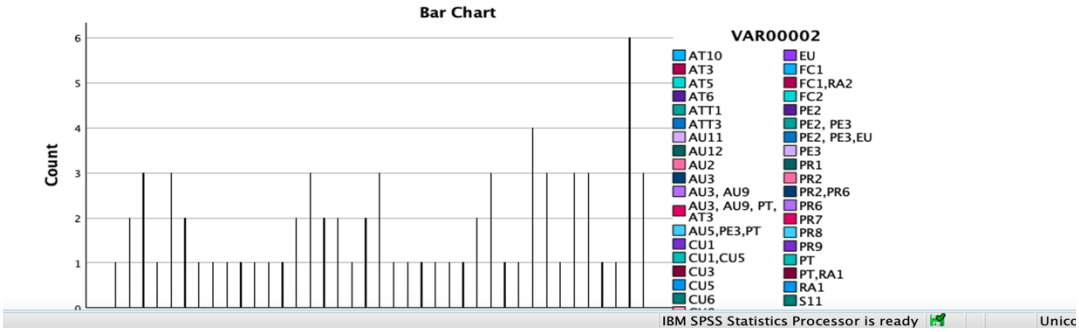
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
VAR00001 * VAR00002	72	100.0%	0	0.0%	72	100.0%

Symmetric Measures

		Value	Asymptotic Standard Error[a]	Approximate T[b]	Approximate Significance
Measure of Agreement	Kappa	.914	.033	45.014	<.001
N of Valid Cases		72			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.



Appendix 5. AI Statement

‘‘During the preparation of this thesis, the author used DeepL to translate the interview transcript and employed Grammarly and ChatGPT to correct grammar, address spelling errors, and enhance the clarity of the text. After utilizing these tools, the author carefully reviewed and edited the content as necessary, taking full responsibility for the final version of the thesis.”