Examining Bureaucracy Openness To Artificial Intelligence Use In The Promotion Of Cultural Programs In Selected Philippine Local Government Units

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Abstract

Emerging as the latest technological innovation, Artificial Intelligence (AI) has effected drastic changes in the conduct of bureaucratic processes in government agencies. This qualitative multiple case study outlines how the personnel of Tourism Offices of three Local Government Units (LGUs) in the province of Bulacan in the Philippines are acceptant of the use of AI in cultural program promotions. The researchers explored the openness of the bureaucracy to AI use in cultural promotions. For this purpose, the Bureaucracy Openness to Artificial Intelligence Conceptual Framework, a modified version of Technology-Organization-Environment framework, was utilized to determine factors that encourage openness to AI use in LGUs. In-depth email interviews with Tourism Office personnel of the LGUs were conducted to discover how openness is shaped by different factors and contribute to the effectiveness and efficiency of cultural promotions. Organizational and cultural factors contributing to openness were discovered to be common among LGUs. Environmental factors were found to be non-determinants of openness to AI use in two cases; technological factors, in one case. This implies that the lack of technological support is more problematic than the non-availability of AI technology itself. Two LGUs are certain that openness to AI tools contributes to cultural promotion effectiveness and efficiency. AI is perceived by the participants; but they do not fully understand its meaning in practice. However limited their knowledge of AI is, they are very open to its use. The research findings provide evidence on the positive attitude of LGUs towards AI usage in cultural program promotions.

Keywords: ***Artificial Intelligence, Local Government, Bureaucracy, Culture, Cultural Promotions***

1. Introduction

As a form of information and computer technology, Artificial Intelligence (AI) has started to transform public administration (Newman et al., 2022). AI "refers to computer programs and systems that mimic human decision making, learn new rules and decision pathways based on previous experience, use matching algorithms to make educated guesses, and generally operate relatively independently of human direction" (Newman et al., 2022). Emerging as the latest technological innovation, AI has effected drastic changes in the way bureaucratic processes in government agencies are conducted. It opened the opportunity to the public sector to achieve its goals (Neumann et al., 2024). Consequently, many local governments have already ventured in using AI to improve their operational processes (Yigitcanlar et al., 2023). AI applications are used for information gathering, which then over time has moved to supporting administrative processes and aspects of decision making (Smuha, 2025).

Considering the process of cultural safeguarding, Li (2021) emphasizes the significant role of AI in cultural heritage preservation (J. Li, 2021). AI could be used to develop strategies in enhancing accessibility to tangible and intangible cultural heritage (Caruso et al., 2024). Seen as a tool in engaging the public to interact with cultural heritage items, AI could provide opportunities for making culture accessible to many (Caramiaux, 2023). But beyond accessibility is the need to ensure that the use of AI technology is directed by a deep understanding of how AI could be maximized in cultural conservation (Ghaith, 2024). Practical perspectives are fundamental in understanding the benefits of AI use in cultural preservation (Ghaith & Hutson, 2024).

Yigitcanlar et al. (2022) highlight the scarcity of studies dealing with perceptions of city managers regarding AI systems in urban settings. With the lack of such studies, there is a moral imperative and practical interest for social research on perception on such tools (Ndlovu, 2025). The same could be said about the Local Government Units (LGUs) in the Philippines, most especially in municipalities where insights of the personnel into the use of AI are least explored.

Specific to the use of AI in cultural program promotions, the study intends to answer the major research question "How is the openness of the bureaucracy, as represented by the Tourism Office personnel of Philippine LGUs, to the use of AI in cultural program promotions shaped by different factors that influence the acceptance of AI use?".

Delving into the topic further, the following specific questions and sub-questions are addressed:

1.What conditions encourage the openness of the LGU Tourism Office Personnel to use AI in cultural program promotions?

a. How do environmental factors determine the openness of the Tourism Office personnel of the LGUs to AI use in cultural program promotions?
b. How do technological factors influence the openness of the Tourism Office personnel of the LGUs to AI use in cultural program promotions?
c. How do organizational factors configure the openness of the Tourism Office personnel of the LGUs to AI use in cultural program promotions?
d. How do cultural factors shape the openness of the Tourism Office personnel of the LGUs to AI use in cultural program promotions?

2.Based on the factors influencing the participants' openness, how open are the Tourism Office personnel to the use of AI in cultural program promotions in their LGUs?

3.How does this openness contribute to the efficiency and effectiveness of cultural program promotions?

1.1 Literature Review

Governments Shaping Artificial Intelligence

Governments globally have an expanding influence on the development and use of AI as evinced by the unique priorities and resources of AI roadmaps in countries. East Asia and former Soviet nations place importance on industrial growth. Europe considers ethical AI deployment paramount. The United States and the United Kingdom focus on technological development and preeminence (Papyshev & Yarime, 2023). China views AI advances as tools to enhance public service efficiency, effectiveness, and transparency (Zeng, 2022).

The role of governments extends to the realm of public administration with the access to a wealth of data for resource allocation. AI becomes significant in analyzing key indicators of economic growth, namely GDP growth, inflation, and income inequality (Valle-Cruz et al., 2022). Such analysis provides valuable insights for equitable distribution plans. Streamlining such analysis through AI could also reduce costs and give faster responses to rapid societal changes (Sart & Sezgin, 2025).

The hospitality and tourism sector has undergone substantial AI advancements. Automation and robotics are utilized for efficiency and personalization in processes and services. They allow the sector to concentrate on complex customer interactions while AI manages hotel bookings, check-ins, and room services (Jabeen et al., 2022). Customers have taken a greater role and responsibility in the service delivery process through robots, artificial intelligence, and service automation (Ivanov & Webster, 2019). Smart tourism is increasing, characterized by the role of AI systems in processing data on user preferences for customized and personalized recommendations (Tsaih & Hsu, 2018). Advances in AI-driven business strategy have revolutionized customer service, enabling hyper-personalized experiences and tailored strategies at scale. (Gustavo et al., 2022).

Governance and Artificial Intelligence

The Philippine government is adopting AI in policymaking to address concerns in climate change and related national issues. The Department of Trade and Industry (DTI) developed the National AI Strategy Roadmap 2.0 to utilize AI while aiming for economic growth and improved quality of life (Department of Trade and Industry, 2024). The country continues to create regulatory frameworks to govern AI. The Civil Service Commission (CSC), along with the DTI, released a draft memorandum circular seeking to regulate AI use (PBED, 2024) (JMC on the Principles for an Ethical and Trustworthy Use of Artificial Intelligence (AI) in Government, 2024). There is an increase in the number of training programs to accommodate AI among the young workforce, with a few offered by the Philippine Business for Education (PBed) (PBED, 2024).

Global Perspectives on AI Use in Public Service

Not limited to the Philippines, harnessing AI in governance is done in other countries. In Malaysia, the government has adopted chatbots in banking; the process is influenced by its technological readiness and organizational support (Jais & Ngah, 2024). Vietnam has depicted the interrelationship of customer experience and AI support during the COVID-19 pandemic (Van et al., 2020). In Malaysia, data protection and ethical concerns are barriers in adapting AI in public services (Calvaresi et al., 2023). India has adopted AI in the diagnostic technology within rural areas through community health workers (CHWs) (Okolo et al., 2021); and has introduced the potential of AI in disaster preparedness and response. AI tools, such as drones, are involved in rescue, tourism, and disaster response. In Latin America, AI could play a crucial role in the detection of irregularities in public works (Sandoval-Almazán & Valle-Cruz, 2025). The risks of augmented reality remain to be a concern (Hradecky et al., 2022), including the impact of time, money, and skills on AI use in disaster relief operations (Behl et al., 2022).

AI in Cultural Governance

Organizational culture impacts the readiness to adopt AI. This includes aspects of motivating people to find new ways of doing things (Machado & Davim, 2025). Government cultural strategies are shaped by AI, particularly in the growth of Korean culture in creative industries as well as Chinese culture on social media (Jin, 2021). Studies in Turkey depict that openness to innovation and technological change shapes positive attitudes towards AI (Akyazı, 2023). In Pakistan, leadership styles promoting high-performance work systems surmount resistance to AI use in the hospitality sector (C. Li et al., 2023). This posits that the perception of government employees to AI use is a determinant of acceptance. In a study on a municipality in the Philippines, government workers presented a moderate to high level of openness to AI, while anxiety factors were found to be weakly negatively correlated with AI use (Distor et al., 2021). Long-term concerns about job security, ethics, and decision-making remain (Ahn & Chen, 2022). Other issues involve biases in hiring and AI-driven surveillance which requires responsible AI governance policies (Yadav et al., 2025). Creating chatbots with bureaucratic knowledge remains essential in integrating AI in public service (Salah et al., 2023).

Technological advances affect communication (Helena Agustina et al., 2019), and in the case of the three LGUs in this study, the promotions of cultural programs. As digitalization boosts the spirit of competitiveness (Febrianti et al., 2023) among people and as culture influences the behaviors of people (Y Djogo & Susilawati, 2020), AI could reinforce cultural representations (even in the form of signages) (Utami & Kharisma, 2025) and heighten the significance of the role of cultural program promotions in cultural preservation.

1.2 Theoretical Framework

The Technology-Organization-Environment Framework

According to Prakash (2024), in explaining how the context of an organization influences the acceptance of innovations and their consequential use in an institution, the Technology-Organization-Environment Framework identifies three elements that determine the acceptability of innovations among members of an organization (Figure 1) (Prakash, 2024).

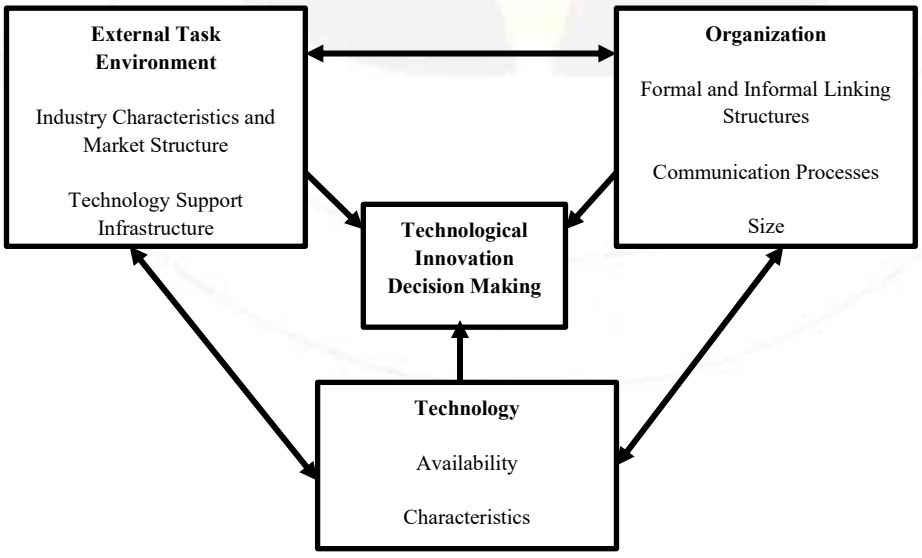

Figure 1
The Technology—Organization—Environment Framework

The technological context encompasses features that are intrinsic to technology (Prakash, 2024)This context significantly affects innovations by determining what the firm could possibly achieve through innovations for development. In digital transformation, big data analytics and artificial intelligence serve as drivers of innovation that enhances operations, change organizational workflows and business models (Popowska & Wasilczuk, 2023).

Next to the technological context is the organizational context which includes the firm's resources, communication processes, and size (Prakash, 2024) The presence of communication links among the personnel impacts the promotion of innovations within the organization. Top-ranking officers of an organization may maximize the use of these communication links to advance technological changes. To encourage innovation, organizations should establish new routines that align with their existing culture while implementing reward systems that remunerate risk-taking and experimentation, which are essential for the adoption of new technologies (Brown & Groves, 2021).

The environmental context refers to the external conditions within which the organization operates (Prakash, 2024). This may include factors that exert pressure on the organization, regulatory policies, and market trends. In the context of digital technology adoption, key environmental factors include digital exclusion patterns (i.e., people who do not use or are not skilled on the internet), evolving consumer expectations, and shifting paradigms of service quality evaluation (Putri et al., 2025; Tanniru et al., 2020).

1.3 Conceptual Framework

Bureaucracy Openness to Artificial Intelligence Use in Cultural Promotions Framework

Openness in this study is operationalized as the desire to try new things (Putri et al., 2025). This is based on Lewis Goldberg's five-dimension personality model, of which openness to experience is one dimension. Practical manifestations of openness may include acceptance of machines performing highly repetitive tasks (e.g., image diagnostics, spam filtering) (Jaillant et al., 2025). Furthermore, openness to AI adoption is closely tied to trust development, perceived usefulness, and broader acceptance of AI systems (Paliszkiewicz & Gołuchowski, 2024).

In the conceptual framework, three factors---environmental, organizational, and technological-- in the TOE Framework have been adopted. For the environmental factors, technology support infrastructure and government regulation are considered. In the context of LGUs, funding requirements for the procurement of equipment or technology tools as support infrastructure are totally dependent on the approval of the government and may be further supported or constrained by government policies. Policies on Artificial Intelligence use may also depend on shifts in political attitudes, particularly regarding the adoption of new technologies. These concerns are often coupled with workforce anxieties, as many view automation and AI-driven decision-making as potential replacements for human jobs (Jaillant et al., 2025).

In terms of organizational factors, communication processes and the size of the organization are considered. These factors are certain to exist within the LGUs. Analyzing how communication processes influence openness to AI is determinable. With technological factors, the availability of technology and characteristics of such technology are included. This is with the assumption that the technological capabilities of municipalities are advanced enough to be subjected to specific technological characterizations.

Two modifications have been integrated into the conceptual framework (Figure 2). First is the addition of cultural factors. The TOE model provides an in-depth explanation of behavioral intentions (Nguyen et al., 2022). In including the attitudes of participants towards knowledge acquisition and towards change, the influence of cultural factors on participants' openness to technology could be illustrated. At the heart of the conceptual framework is Bureaucracy Openness to AI Use in Cultural Program Promotions, which replaces TOE framework's Technological

Innovation Decision Making. With the substitution, openness becomes the behavioral response to the influence of environmental, organizational, technological, and cultural factors in accepting the use of AI.

Implied in this replacement is the assumption that the LGUs may not engage in technological decision-making yet, considering the possibility that they have not acquired any AI tool to date. With this condition, the participants could only then reflect on their willingness to use AI tools in cultural program promotions. In using the conceptual framework, the study explores the specific factors that determine the openness of Tourism Office personnel to the use of AI in cultural program promotions.

2. Method

This research is a qualitative multiple case study on three municipalities in the Province of Bulacan in the Philippines. Qualitative case studies permit an in-depth investigation of a current phenomenon (Yin, 2018). To protect the confidentiality of the Tourism Office personnel, the codes TO 1, TO 2, and TO 3 are used to refer to the Tourism Office personnel. The three LGUs are referred to as LGU 1, LGU 2, and LGU 3. Tourism Office personnel of three LGUs were engaged in in-depth email interviews for their insights on their openness to the use of AI in their cultural program promotions. With email interviewing, data collection becomes convenient to the participants given that no physical meetings between the researchers and the participants are required. It likewise affords the participants more time to reflect on their responses before sending them to the researchers (Fritz & Vandermause, 2017).

The in-depth email interview questionnaire consists of 15 questions that correspond to environmental, technological, organizational, and cultural factors influencing the participants' openness to the use of AI in cultural program promotions. Likewise included in the fifteen questions are two that are specific to the openness of the participants to AI use. The last two questions in the set of fifteen address how the openness of the Tourism Office personnel contributes to the efficiency and effectiveness of AI-assisted cultural program promotions. The interview questionnaire was developed by the researchers guided by the conceptual framework and based on the specific research questions of the study.

Two of the three Tourism Office personnel of the LGUs were personally invited to participate in the data collection. The last officer was invited through an email since flooding caused by a typhoon at the time of data gathering made any personal visit impossible. As all of them were preoccupied with urgent duties and would not be available for onsite Key Informant and FGD interviews, the researchers shifted to email interviews which the participants preferred.

Thematic analyses were conducted at within-case and cross-case levels. Thematic analysis, as the most frequently analytic method in qualitative studies, captures the intricacies of meaning in collected textual data (Guest et al., 2012). In within-case analyses, responses of the individual LGUs in the email interviews were separately coded and grouped into themes based on the major and specific research questions of the study. In the cross-case analysis, a comparative examination of the results was conducted until the openness of Tourism Office personnel to AI use in cultural program promotions was determined.

3. Result and Discussion

3.1 Within-Case Analyses and Discussion

3.1.1 LGU 1

Profile. Based on its official website, LGU1 is constituted by 29 barangays. Seven Tourism Office personnel oversee tourism activities in the municipality. Their tourism industry could boast of only one food festival and a dozen of resorts operating in several barangays in the town.

Conditions that Encourage the Use of AI in Cultural Program Promotions. In exploring the conditions that could encourage openness to AI use in cultural promotions, the components of the Bureaucracy Openness to AI Use are utilized to explain how various factors influence openness to AI use among Tourism Office personnel of the cases under study.

Environmental Factors. Having no capacity for AI adoption yet, TO1 expresses the willingness of the Tourism Office personnel to go through training programs and seminars to learn about AI. She mentions the need for support from national agencies, and expects that through that, they will acquire necessary knowledge and skills about AI.

As a consequence of not being AI-capacitated, there remains no regulation on AI use in LGU 1. This the reason behind the indirect response of TO 1. She mentioned that although cultural programs could be easily disseminated through AI, there are many other considerations that need to be made (e.g., equipment, knowledge, and budget). Even without the technology support and government regulation for AI yet, TO1 remains open to the possibility of using AI in their LGU's cultural program promotions.

Technological Factors. When asked about the AI tools that they use, TO 1 mentioned the drone and data base systems. She said that the drone is used to capture events through photographs and videos that are usually posted on social media. Using the drone for the purpose mentioned does not illustrate the use of AI but that is how TO 1 understands AI use in their context. Previously, TO 1 said that LGU 1 has no capacity for AI yet, but as seen from her reply to the question on what AI tools they use for cultural promotions, the use of the drone is one answer given. In saying that they have no capacity for AI and yet are using the drone that she perceives as an AI tool, she is implying that the one operating the drone during their cultural events is somebody external to their LGU. The LGU's possession of a drone could be considered as a technological factor (i.e., Availability as specified in Figure 2) that contributes to the openness of the LGU to AI use, as the LGU considers the drone as an AI tool.

Organizational factors. LGU 1 has seven Tourism Office personnel. TO 1 said that the use of AI in their municipality is communicated to the personnel as they are the designated custodians of the AI tools, which in their understanding are the drone and the data system. It could be inferred therefore that direct communication is facilitated in this case. She added that government agencies or private companies may correspond with them for training programs on AI. This suggests that the availability of training programs influences their willingness to learn about AI and they welcome its use in the process. Also illustrated is that they are open to partnerships with private organizations who could host training activities on AI for them. TO 1 likewise believes that the number of their Tourism Office personnel affects the extent of how much the personnel could learn about AI. This may imply that the more they are, the greater is the need for training.

Having a concrete communication line between TO1 and the personnel of the Tourism Office and acknowledging that the number of the Tourism Office personnel affects the level of urgency for the need for training suggest that organizational factors indeed influence the LGU's openness to AI use.

Cultural factors. When asked if the personnel are adaptive to change, she replied that doing so is not easy, but they are trying given that not all of them are familiar with AI. From such an answer, it could be inferred that she considers the level of familiarity with AI as a deterrent to their openness to AI.

Openness of Tourism Office Personnel to AI Use Cultural Program Promotions. In terms of the perceived openness of their LGU to AI use in cultural promotions, she said that the Tourism Office personnel accept the use of AI tools given that the same is used in their cultural promotions. This suggests that there is openness even with their limited knowledge on AI since they are using the drone which they understand to be an AI tool. The personnel's receptiveness in using the drone despite their limited knowledge on AI affirms the assertion of a participant in the study by Distor et al. (2023) that people's focus must be redirected from the technicality of the use of AI to how AI could be understood and used with ease (Distor et al., 2021).

Contribution of Openness to AI Use in the Effectiveness and Efficiency of Cultural

Program Promotions. TO 1 said that AI tools are easy to use and efficient. She is suggesting that the acceptance of AI use and the ease in using AI contributes to efficiency in its use in cultural program promotions. She further said that AI tools are effective because cultural promotions could be disseminated in various ways. This means that their openness to AI is influenced not only of the ease in using AI but also of the speed with which AI tools share the cultural promotional materials that LGU 1 produces.

3.1.2 LGU 2 Profile. From the official website of the Provincial Government of Bulacan, it could be known that LGU 2 consists of 14 barangays. It has only one Tourism Office employee, and no tourism information is available on the Provincial Government website or even on the Face Book page of the LGU.

Conditions that Encourage the Use of AI in Cultural Program Promotions

Environmental Factors. From the in-depth email interview with TO 2, it is discovered that LGU 2, similar to LGU 1, has no capacity for the use of AI tools yet. However, TO 2 mentioned the plan to invite a resource person to share with them the importance and benefits of using AI in cultural promotions. Evident in the reply is that even without the capacity for AI yet, they are open to knowing the importance and advantages of using AI.

Consequent to having no capacity for AI yet is the absence of policies regulating the use of AI. TO 2, however, believes that the use of AI will be strengthened through policies. Even when the LGU has no policy on AI regulation yet, the participant is willing to reflect on the advantage of having such a policy in the implementation of AI use. Environmental factors affecting LGU 2's openness to AI use remain absent given the lack of technology support and government regulation.

Technological Factors. Given that LGU 2 is not using any AI tool in its cultural promotions now, TO 2 has no response to the questions on technological factors affecting AI use.

Organizational factors. TO 2 is the only cultural worker in LGU 2. With this, there is no specific communication process that could be associated with the dissemination of information regarding AI

use in LGU 2. Inferring from the size of the Tourism Office of LGU 2, since there is only one cultural worker, the openness to the use of AI is dependent on the Chief Executive Officer who, as TO 2 describes, is open to using innovations that will improve operations and processes in their municipality.

Cultural factors. When asked about the adaptiveness to change, TO 2 described the Chief Executive Officer, saying that the Head is open to change especially if it brings significant improvements in their operations, including cultural promotions. TO 2 directly stated that the personnel of LGU 2, in general, are open to learning new tools and methods as they see those as opportunities to enhance their cultural promotions.

Openness of Tourism Office Personnel to AI Use Cultural Program Promotions. TO 2 did not provide any direct response to the questions on openness. But given that she is open to using new tools, then it could be inferred that she is open to AI use as well.

Contribution of Openness to AI Use in the Effectiveness and Efficiency of Cultural

Program Promotions. TO 2 expressed her agreement to the statement that AI can enhance the effectiveness and efficiency of their cultural promotions. Efficiency, according to her, is achieved through streamlining processes, reducing costs, and improving the over-all experience in promoting cultural programs. Given this, TO 2 sees AI as a source of efficiency in planning and implementing cultural promotions and a way to reduce costs of such activities. To her, in terms of effectiveness, AI tools aid in creative and impactful cultural promotions. This description is suggestive of the acceptance of AI to generate creative outputs for the purpose of cultural promotions.

3.1.3 LGU 3

Profile. Among the three LGUs, LGU 3 has the richest cultural heritage given its eight (8) cultural sites that are promoted for tourism. The LGU has three Tourism Office personnel, as shown in their official website. The municipality consists of 19 barangays.

Conditions that Encourage the Use of AI in Cultural Program Promotions

Environmental Factors. LGU 3 has the capacity for AI as demonstrated by its personnel who possess skills required in the use of ChatGPT and DALL-E Arts Generator. No responses of TO 3, however, referred to any technology support infrastructure.

There is no policy regulating AI use in LGU 3 but TO 3 believes that having such will benefit the initiatives of LGU 3 in cultural preservation in their municipality. He further stated that in drafting such a policy, there must be respect for the traditional beliefs and practices of the municipality. He recognizes the potential of AI to redefine traditions. This reflection implies the possible negative effect of AI on their culture. He stated, however, that the policy will make way for modern approaches to cultural promotions. He noted that any policy supporting AI use in cultural promotion can contribute to transforming traditional culture to pop culture as cultural promotions are done with speed and reach via AI.

Technological Factors. LGU 3 makes use of ChatGPT and DALL-E Arts Generator in its cultural promotions. TO 3 said that with these tools, traditional cultural concepts are made relevant and acceptable to the younger generation.

Organizational factors. LGU 3 has three personnel in its Tourism Office. TO 3 said that the size of their office does not significantly influence the openness of the LGU to AI use. Many are still traditional, he said, but as the head of the Tourism Office, he seems to have influenced LGU 3's acceptance of AI. His influence is evinced by the use of ChatGPT and DALL-E Art Generator in their LGU. TO 3, in communicating with his staff, shares with them how AI could enhance their work. This parallels the perception of the participants in the study by Distor et al. (2023) that AI could heighten the level of performance and efficiency in the delivery of their local government services (Distor et al., 2021).

TO3 uses informal communication to relay the advantages of using AI to the personnel. No training programs have yet been planned, according to TO 3, since the use of AI has been an individual initiative. The dynamic is suggestive of the openness to AI among them.

Cultural factors. TO 3 mentioned that their personnel fear change but are adaptive to it. With sufficient explanation, they gradually become open to using AI. They are likewise excited to try new methods and tools despite their preference for the traditional.

Openness of Tourism Office Personnel to AI Use Cultural Program Promotions.

According to TO 3, the personnel easily accept AI tools in preparing for cultural activities given that they belong to the younger generation. This suggests that their openness to AI tools is determined in part by their age.

Contribution of Openness to AI Use in the Effectiveness and Efficiency of Cultural Program Promotions. TO 3 said that it is difficult to determine how openness to AI use could effect efficiency in cultural promotions but he is certain that its use is effective in capturing the attention of audiences of cultural promotions.

3.2 Cross-case Analysis and Discussion

Based on the brief profiles of the LGUs, one realizes that all three would have Tourism as an area of governance. No reference is made to any Cultural Office. This implies that they consider tourism activities as cultural.

3.2.1 Conditions that Encourage the Use of AI in Cultural Program Promotions

Environmental Factors. Although no environmental factors to influence openness to AI use are present in LGU 1 and LGU 2, there exists the acknowledgment that once the need for support is addressed and the plan to invite a resource person is initiated, the two LGUs could be open to AI use in cultural promotions. LGU 3 alone has the technology support for the use of AI. Despite not having any policy regulating AI use in LGU 3, TO 3 has a grasp of the advantages and disadvantages of possibly having such policies, indicative of empirical knowledge derived from the experience of managing eight cultural and historical sites in LGU 3. The certainty of technological support drives openness to AI use.

Technological Factors. In terms of technological factors, LGU 3, once more, is definite about its adoption of two AI tools --- ChatGPT and DELL-E Art Generator, as these tools recreate traditional cultural concepts to make them relevant to younger generations. This is consistent with the findings by Zhang (2025) that AI could be a tool for innovation in transforming cultural elements and expressions (Zhang, 2025).

Although LGU 1's concept of an AI tool may not be completely appropriate given that it is using the drone only for taking photographs of cultural events for promotions (no AI use in their context), it is acceptable considering that it is derived from the experience of TO 1 and the Tourism Office personnel, and from their understanding that their use of a drone is already a technological innovation. LGU 2 has not experienced using any AI tool in cultural promotions. The definite use of AI tools influences openness.

Organizational factors. TO 1 utilizes direct communication in informing the staff about AI tools while TO 3 informally shares his knowledge of AI with the Tourism Office personnel. No process of communication could be specified in LGU 2 given that there is no other cultural worker but TO 2.

TO 1 believes that the number of Tourism Office personnel affects the extent of learning about AI tools. For TO 3, the number is not significant in determining the openness of the personnel to AI use. In the case of LGU 2, the number of personnel is not applicable, but openness to AI use in cultural promotions may be dependent on the decision of the Chief Executive Officer.

Direct and informal means of communicating about AI could push AI use in cultural promotions, but the size of the Tourism Office may or may not be a significant determinant of openness.

Cultural factors. TO 1 claims that the LGU Tourism Office personnel are adaptive to change and are cognizant that the process of adjusting to change is not easy. LGU personnel are fearful of change, but they embrace it. These LGUs share an approving approach to adapting to change, one that is not observed in LGU 2. In terms of knowledge acquisition, all three LGUs express openness to learning about AI, with LGU 3 specifying the condition that the acquisition process be gradual.

3.2.2 Openness of Tourism Office Personnel to AI Use in Cultural Program Promotions. LGU 1 is open to AI use in cultural promotions even with its limited knowledge about AI. LGU 3 is open to AI use as well, with age as a determining factor. LGU 2's openness is never directly stated but is implied in its openness to use AI tools.

3.2.3 Contribution of Openness to AI Use in the Effectiveness and Efficiency of Cultural Program Promotions. From the responses of the LGUs, there emerged different descriptions as to how openness to AI contributes to the effectiveness of cultural promotions. For LGU 1, effectiveness is translated as the speed in sharing promotional materials; for LGU 2, more creative and impactful cultural promotions; and LGU 3, effective capturing of the attention of audiences. These are facilitated by actual and possible AI use. As for efficiency, LGU 3 is uncertain about how openness to AI can contribute to the efficiency of cultural promotion. LGU 1 said that the ease of use of AI contributes to efficiency. For TO 2, efficiency in cultural promotions is achieved by streamlining cultural processes, reducing costs, and improving the over-all experience of the LGU in cultural promotions.

4. Conclusion

In examining bureaucracy openness to AI use in cultural promotions, organizational and cultural factors contributory to openness are discovered to be common among the three LGUs. Communication processes are organic in any organization. Attitudes towards change and knowledge acquisition are inherent to the personnel of any institution. Environmental factors were found not to be determinants of openness to AI use in two cases: technological factors, in one case. This implies that the lack of technological support is more problematic than the non-availability of AI technology itself.

Openness to AI use in cultural promotions is derived from direct statements of openness. It is further determined by certain combinations of factors. For LGU 1, the factors are technological, organizational, and cultural. For LGU 2, the factors are organizational and cultural. For LGU 3, environmental, technological, organizational, and cultural factors are all present.LGUs 1 and 2 are certain that openness to the use of AI tools contributes to the effectiveness and efficiency of cultural promotions. LGU 3 does not share the same. All three, however, are clear about how openness to AI tools could effect such outcomes in cultural promotions.

These findings highlight the fact that even with limited knowledge on AI, the LGU cultural officers realize the advantage of being open to the use of AI in cultural promotions. Given the lack of or limited technology support, government regulation, and availability of technology, they share a positive attitude towards the potential contribution of AI use to effective cultural promotions. Apart from making funds available for AI tools acquisition, LGUs must prioritize providing their personnel technical support through training programs on AI use. AI, in its basic sense, is perceived by the participants; but they do not fully understand its meaning in practice. Capacitating the LGU personnel to be knowledgeable on AI and its use in cultural program promotions is an imperative. However limited the LGU personnel's knowledge of AI is, they are open to exploring and using it. The assumption is that the more confident they are with their knowledge of AI, the more open they will be in adopting AI in cultural promotions. Small municipalities do not have any resistance to AI use. Increasing the manpower of Tourism Offices is another recommendation. This will eliminate the limitation on what Tourism Offices could achieve given technological advances that may be utilized in improving cultural promotions of the LGUs, increasing the potential impact of an AI-empowered bureaucracy**.**

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