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Opportunities and Challenges of Implementing Artificial Intelligence (AI) in Human Resource Management at the Sales and Marketing Department of Royal Ambarrukmo Yogyakarta, Indonesia

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Abstract. The application of Artificial Intelligence (AI) in the hospitality industry presents both opportunities and challenges for human resources in the Sales and Marketing Department. This study aims to analyze how human resources at Royal Ambarrukmo Yogyakarta cope with the digital transformation in the era of AI. The research employs a descriptive qualitative method, utilizing in-depth interviews, observations, and document studies. The data collected is analyzed using the interactive model approach by Miles and Huberman (1994), which involves three main stages: data reduction, data display, and conclusion drawing and verification. The findings indicate that AI enhances operational efficiency and service personalization but faces challenges such as employee resistance and a digital skills gap. Continuous training strategies and adaptive AI integration are essential for the successful implementation of this technology.

Keywords. Artificial Intelligence; digital strategies; hospitality industry; human resource development; Sales and Marketing.

1. Introduction

The rapid advancement of technology in today's digital era has introduced various innovations that are transforming paradigms across multiple industrial sectors, including the hospitality industry (Chernyakov et al., 2024). One significant innovation is artificial intelligence (AI) (Sharma et al., 2023). AI technology not only revolutionizes hotel operations but also impacts human resource management (HRM), particularly in the Sales and Marketing department (Bilgihan & Ricci, 2023). This transformation requires adaptation of strategies and new capabilities for companies to remain competitive amidst the continuously evolving market dynamics (Bulchand-Gidumal et al., 2023). Research by Khoalenyane & Ajani (2024) indicates that the adoption of AI in the hospitality industry can enhance operational efficiency and service quality, providing a considerable boost to a company's competitiveness. It emphasizes that AI plays a crucial role in streamlining complex workflows, thereby increasing decision-making speed and the effectiveness of business strategies.

In line with this development, Royal Ambarrukmo Yogyakarta, one of the highly reputable five-star hotels in Yogyakarta, is facing similar challenges. The Sales and Marketing

Department, which plays a crucial role in attracting and retaining customers, must integrate AI technology into every aspect of its operations (Sayed et al., 2022). The use of AI for customer data analysis, personalized offerings, and the optimization of digital marketing strategies has become unavoidable (Talukder et al., 2023). Therefore, it is essential to examine how the human resources in this department respond to these challenges while simultaneously taking advantage of the available opportunities (Al-Hyari et al., 2023). A study by Gajić et al. (2024) emphasizes that the ability of human resources to adapt to new technologies is key to successfully implementing AI in the hospitality workplace. The emphasis is that integrating AI into marketing strategies not only enhances efficiency but also significantly expands market reach through predictive analysis and sharper personalization.

Furthermore, on one hand, the implementation of AI presents a variety of opportunities, such as operational efficiency, enhanced accuracy in data analysis, and a deeper understanding of customer preferences (Sardesai et al., 2024). This enables Sales and Marketing teams to devise more targeted and effective strategies (Al-shami et al., 2021). Additionally, the use of AI can help alleviate administrative workload, allowing staff to concentrate more on strategic tasks that require creativity and strong interpersonal relationships (Gajić et al., 2024). Research by Prentice et al. (2020) found that the use of AI in hotel management not only improves efficiency but also contributes to increased customer satisfaction. Emphasizing that AI enables companies to respond to customer needs more quickly and accurately, it creates a more personalized experience and enhances customer loyalty.

Nevertheless, behind the various opportunities presented by AI adoption, there are also significant challenges that cannot be overlooked. These challenges include the need to enhance employees' digital competencies, the potential resistance to technological changes, and the risk of some traditional roles being displaced by automation (Li et al., 2019). Furthermore, there is a necessity to manage organizational culture changes to ensure alignment with the company's strategic goals in this digital era (Kong et al., 2021). A study by Sardesai et al. (2024) indicates that resistance to technological change is often influenced by a lack of understanding of AI's benefits and uncertainties regarding its impact on job stability. It is emphasized that this resistance can be minimized through effective change management approaches, such as ongoing training and transparent communication about the advantages of AI for employees' career development.

Based on this background, the aim of this research is to analyze the opportunities for implementing AI to support marketing strategies at Royal Ambarrukmo in Yogyakarta, as well as to identify the human resource challenges faced by the Sales and Marketing Department in navigating the digital transformation in the AI era. By understanding these two aspects, it is expected that appropriate strategies can be formulated to optimize the role of human resources in supporting the successful implementation of AI technology, particularly within the sales and marketing departments, enabling Royal Ambarrukmoto remain competitive in an increasingly challenging market. Research by Naz et al. (2023) emphasizes the importance of integrated human resource development strategies with technology to support sustainable digital transformation in the hospitality industry. It highlights that HR development strategies for sales and marketing should focus on enhancing digital literacy and collaboration with advanced technologies to create an adaptive and innovative work ecosystem, fostering sustainable business growth.

2. Literature Review

2.1 Opportunities for Artificial Intelligence (AI) in Human Resource Management within the Hospitality Industry.

The implementation of artificial intelligence (AI) in the hospitality industry has opened up various new opportunities in human resource management (HRM), particularly within the Sales and Marketing department. Salama (2024) identifies that AI applications such as virtual reality and augmented reality can enhance employee training efficiency, improve workplace safety, and create a more immersive learning experience for hospitality employees. Dogru et al. (2023) developed a framework to understand the potential of generative AI in the hospitality and tourism industry. This study shows that AI can improve destination management, revenue management, and support more effective marketing strategies through in-depth data analysis and customer service personalization. Kim et al. (2025) also emphasize that AI plays a crucial role in optimizing strategic decision-making in the hospitality sector. AI enables faster and more accurate data analysis to understand consumer behavior, thus aiding in the design of more effective and efficient marketing campaigns. At Royal Ambarrukmo Yogyakarta, the opportunities for implementing AI in the Sales and Marketing department may include enhancing the effectiveness of digital marketing strategies, utilizing analytics to understand customer preferences, and optimizing customer service using intelligent chatbots. Furthermore, AI can assist in more accurate market segmentation, predicting tourism trends, and personalizing offers to enhance customer loyalty.

2.2 Challenges of Implementing AI in Human Resources within the Hospitality Industry.

While offering numerous opportunities, the implementation of AI also presents various challenges that HR management must confront. Zahidi et al (2024) emphasizes that the Fourth Industrial Revolution, characterized by the penetration of AI technology, poses significant challenges for the hospitality industry, particularly in terms of high investment requirements for new technologies and the need to train employees to adapt to these changes. Bakir et al (2023) adds that organizational resistance to change, ethical issues, technological limitations, and the demand for new skills are key challenges in utilizing AI within HR management. Therefore, a responsible management approach is essential to ensure the sustainable adoption of AI. LI (2019) also identifies that while AI can enhance management efficiency, challenges arise in maintaining a balance between automation and human roles. This includes impacts on low-risk jobs, an increased demand for skilled labor, and challenges in integrating technology into traditional management models. Specifically at Royal Ambarrukmo Yogyakarta, potential challenges may include employee resistance to technological changes, the need to retrain staff to master AI-based systems, and possible uncertainties regarding changes in job roles due to automation. Additionally, it is crucial to manage ethical issues related to customer data privacy used in marketing analytics.

2.3 The impact of AI on sales and marketing strategies in the hospitality industry

The integration of AI into sales and marketing strategies within the hospitality industry has a significant impact. Joshi and Masih (2023) emphasize how AI, in the context of Industry 5.0, can enhance employee efficiency and organizational performance. Their study illustrates that AI can transform the way companies interact with customers through intelligent chatbots, data analytics to understand consumer behaviors, and more targeted marketing strategies. Gültekin et al. (2024) further note that the commercialization of AI in the hospitality sector opens new opportunities for the development of marketing strategies.

However, they also highlight challenges related to funding, capacity building, and the need for more adaptable marketing strategies. For Royal Ambarrukmo Yogyakarta, the impact of AI on sales and marketing includes improved analytical capabilities to grasp guest preferences, the optimization of more personalized promotional strategies, and enhanced efficiency in managing customer relationships through service automation. Nonetheless, challenges remain, particularly in ensuring that the customer experience remains personal even as many processes are managed by automated systems. Overall, these studies indicate that while the implementation of AI in the hospitality industry presents numerous opportunities to boost operational efficiency and marketing strategies, significant challenges need to be addressed, especially regarding organizational change management, employee training, and ethical considerations. Therefore, a balanced approach that combines technological utilization with the development of human resources capabilities is essential to optimize the benefits of AI in the sales and marketing departments at Royal Ambarrukmo Yogyakarta.

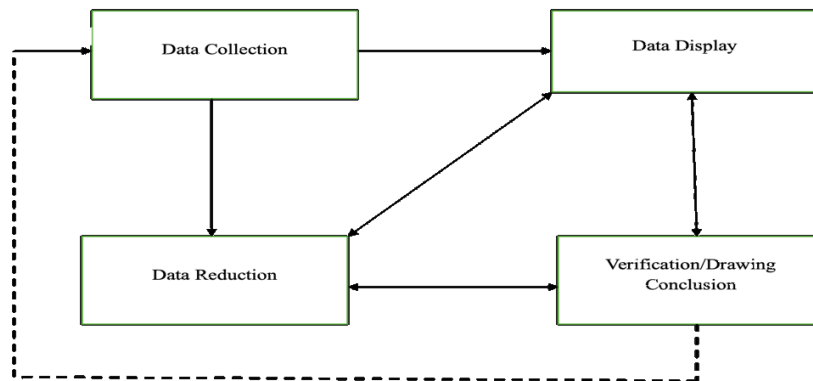
3. Research Methodology

This study employs a qualitative descriptive approach aimed at analyzing the opportunities and challenges of human resources in the Sales and Marketing Department in facing the era of artificial intelligence (AI) at Royal Ambarrukmo Yogyakarta. This approach was chosen to gain a deeper understanding of the perceptions, experiences, and strategies implemented in response to the digital transformation brought about by AI. The research was conducted at Royal Ambarrukmo Yogyakarta, known as one of the leading five-star hotels in the region. The subjects of the study included managers, staff, and employees in the Sales and Marketing Department who are directly involved in the implementation of AI-based strategies.

Data collection was carried out using several techniques, namely in-depth interviews, participatory observation, and document studies. In-depth interviews were conducted with managers and staff to gather information about their experiences in dealing with the opportunities and challenges of AI. Participatory observation was employed to directly observe the work processes in the Sales and Marketing department to see how AI technology is applied in daily activities. Additionally, document studies were conducted by collecting secondary data in the form of documents, internal reports, and literature related to the implementation of AI in the hospitality industry.

The data obtained was analyzed using the interactive model approach by Miles and Huberman (1994), which involves three main stages: data reduction, data display, and conclusion drawing and verification. This process enables systematic data analysis to reveal the hidden meanings behind the collected data. Data reduction is performed to filter relevant information in line with the research objectives, whereas data presentation is organized in a descriptive narrative form to facilitate interpretation. Conclusions are drawn by identifying patterns, relationships, and meanings that emerge from the data to yield findings that align with the research focus. This process allows for a systematic analysis of data to uncover the underlying significance within the collected information.

To ensure the validity of the data, source and method triangulation techniques were employed. Source triangulation involved comparing data from various informants, while method triangulation combined the results of interviews, observations, and document studies. Furthermore, data validity was strengthened through discussions with peers (peer debriefing) and conducting member checks with informants to verify the accuracy of the data.



Source: Milles & Hubberman, 1994

4. Finding and Discussion

4.1 Royal Ambarrukmo Yogyakarta

Royal Ambarrukmo Yogyakarta holds significant historical value as part of the Yogyakarta Sultanate complex. Originally established as Kedaton Ambarrukmo, it served as the royal residence of Sultan Hamengkubuwono VII in the 19th century. In 1966, under the initiative of Sri Sultan Hamengkubuwono IX, the site was transformed into Ambarrukmo Palace Hotel, making it one of the first luxury hotels in Indonesia. The establishment of the hotel marked a pivotal moment in the modernization of Yogyakarta's hospitality sector, attracting both domestic and international visitors. In 2011, following extensive renovations aimed at enhancing its facilities and service standards, the hotel was rebranded as Royal Ambarrukmo Yogyakarta. This renaming sought to reinforce its status as a premier luxury hotel while maintaining its historical and cultural significance within the Yogyakarta Sultanate's heritage. The inclusion of the term "Royal" underscored its enduring connection to the royal lineage, reflecting a seamless integration of historical grandeur with contemporary hospitality excellence.



4.2 Finding

Based on research conducted in the Sales and Marketing Department of Royal Ambarrukmo Yogyakarta, several significant findings were identified regarding the opportunities and challenges faced in the era of artificial intelligence (AI). The most notable opportunity is the enhancement of operational efficiency, where AI can automate administrative tasks, such as managing customer databases, analyzing market trends, and overseeing digital marketing campaigns (Dogru et al., 2023). Additionally, AI opens

opportunities for better service personalization by leveraging customer data to provide more accurate and relevant recommendations (Dogru et al., 2023). This technology enables hotels to offer a more exclusive guest experience and improve customer loyalty. The challenges include the need for employees to enhance their digital skills to adapt to new technologies. There is also concern about the potential loss of the personal touch that characterizes hotel service if there is an over-reliance on automation. Therefore, effective strategies should integrate artificial intelligence with human interaction to continue meeting customer expectations in this digital age.

A Sales and Marketing Manager at Royal Ambarrukmo Yogyakarta stated,

"With the help of AI, we can manage customer data more effectively and gain a deeper understanding of their preferences. This helps us design more personalized and targeted marketing campaigns."

This illustrates that AI enables more strategic decision-making based on accurate data analysis, thereby reducing the risk of errors in formulating marketing strategies. Additionally, the marketing staff noted,

"AI allows us to predict room demand trends based on historical data, so we can develop more efficient sales strategies."

With this predictive capability, the hotel can dynamically adjust prices according to market demand fluctuations. AI also aids in identifying peak times and low season periods, which are crucial for planning promotions and bundled packages. Furthermore, this technology offers opportunities to tailor special offers for loyal customers and attract new market segments with more relevant approaches. This reflects that the utilization of AI not only supports operational efficiency but also strengthens the hotel's competitive edge amid increasing competition in the hospitality industry.

However, the challenges encountered in the implementation of AI are also significant. One of the main challenges is resistance from employees who fear losing their jobs due to automation (Zahidi et al., 2024). This challenge indicates that the adoption of new technology often faces cultural barriers within the organization and requires intensive training to shift employees' mindsets. Additionally, there is a digital competency gap among staff, which hinders the integration of this new technology and necessitates ongoing training efforts. An operational staff member expressed,

"Initially, we felt anxious because we were worried that AI would replace our roles. However, after participating in several training sessions, we began to understand that AI actually helps us work more efficiently."

This statement emphasizes that the right training approach can transform anxiety into confidence in using technology. Furthermore, management must foster open and transparent communication to help employees understand that AI is intended to support them, not to replace them. Therefore, the success of AI implementation greatly depends on the organization's ability to cultivate an adaptive culture, educate its staff, and promote collaboration between technology and human resources.

Another challenge is the integration of AI with existing hotel management systems. Technical issues arise regarding the compatibility of AI software with the technology infrastructure in hotels, which is not always designed for the latest advanced technologies. This requires additional investment for hardware and software upgrades, as well as time allocation for system migration and testing processes. Moreover, data security issues are also a significant concern, given the volume of customer data that must be managed securely and in compliance with data protection regulations (Bakir et al., 2023).

The IT Manager of Hotel Royal Ambarrukmo in Yogyakarta, Indonesia, stated,
"The biggest challenge is ensuring that the AI system can integrate well without disrupting the hotel's daily operations. Additionally, maintaining the security of customer data remains our top priority."

This comment highlights that the success of AI implementation relies not only on the technology itself but also on the readiness of the infrastructure and commitment to security. Therefore, hotel management must collaborate with technology providers to ensure adequate technical support and robust security protocols, allowing for the optimal use of AI while minimizing new risks to hotel operations.

Overall, while AI offers numerous benefits in enhancing efficiency and personalizing services, its implementation requires a comprehensive change management approach. Actively involving employees in the digital transformation process, providing ongoing training, and addressing ethical and data security issues are crucial for successfully adopting AI in the workplace. Additionally, management must ensure open communication so that all parties understand the goals and advantages of using AI. Collaboration between the technology, marketing, and operational divisions is also essential to ensure smooth integration without hindering business processes. This underscores the importance of an adaptive strategy that integrates technology with human resource development to tackle challenges in the digital era, while also maintaining a balance between innovation and a personal touch in service delivery.

4.3 Discussion

The results of this study indicate that the implementation of artificial intelligence (AI) at the Sales and Marketing Department of Royal Ambarrukmo in Yogyakarta, Indonesia, has a significant impact on enhancing operational efficiency, personalizing services, and strategic decision-making. Theoretically, these findings support the strategic management theory, which asserts that the adoption of new technologies like AI can improve an organization's competitive edge by optimizing business processes and facilitating data-driven decision-making (Dogru et al., 2023; Kim et al., 2025). Furthermore, the use of AI aligns with the concept of digital transformation, which emphasizes the importance of integrating technology to create added value for both customers and companies. This research illustrates how AI serves not just as a support tool but also as a catalyst for strategic innovation, aiding hotels in adapting to market dynamics. These positive outcomes suggest that organizations that effectively harness AI can strengthen their position in the competitive hospitality industry. Thus, AI emerges as a crucial element in modern business strategies that demand speed, accuracy, and continuous personalization of services.

Critically, these findings indicate that while AI can enhance efficiency, its success is heavily reliant on the readiness of human resources to adopt the technology (Zahidi et al., 2024). The resistance to change identified in this research highlights the need for effective change management, including ongoing training and development of digital competencies. This factor is crucial because the success of AI implementation is not solely determined by the sophistication of the technology but also by an organization's ability to manage the accompanying cultural shift. Furthermore, management's commitment to providing support, clear communication, and creating an adaptive work environment are essential aspects that cannot be overlooked. These findings emphasize that sustainable digital transformation must involve investment in both technology and the development of human resources to achieve optimal outcomes.

The practical implications of these findings indicate the need for a more structured change management strategy to address employee resistance. For instance, ongoing training programs and effective internal communication can help alleviate employees' uncertainties regarding AI, while also building their confidence in using new technologies. Additionally, the research highlights the importance of an adaptive approach in human resource management, where the development of digital competencies becomes an integral part of the company's human resource strategy. Companies are also encouraged to establish mentoring and coaching programs to facilitate the adaptation process in a more personalized manner. Beyond technical training, soft skills training, such as problem-solving and collaboration, is necessary to enable employees to work effectively alongside AI. Thus, the success of digital transformation can be achieved through a combination of technological readiness and human resource preparedness that is managed carefully and sustainably.

Theoretically, this research reveals that the implementation of AI can broaden the understanding of the Technology Acceptance Model (TAM), particularly within the context of the hospitality industry in Indonesia. The findings indicate that local cultural factors, such as the strong traditional values at Hotel Royal Ambarrukmo, can influence employees' attitudes towards new technology. Values that prioritize hospitality, personal interaction, and hierarchy may lead to initial resistance to digital changes that are automatic and impersonal. This suggests the necessity of developing a technology adoption model that considers not only perceptions of ease of use and benefits but also contextual factors like organizational culture and local management policies. Furthermore, an approach that incorporates local wisdom can enhance technology acceptance and strengthen employee commitment during the transformation process. Therefore, this research contributes to the development of a literature on technology adoption theory that is more adaptable to the social and cultural contexts of workplaces.

Moreover, the challenges associated with integrating AI into existing management systems indicate that the implementation of technology does not always proceed smoothly. Technical barriers, such as software compatibility and data security, emerge as issues that require special attention (Bakir et al., 2023). Consequently, this research makes a significant contribution to the literature on technology management and human resources by emphasizing the importance of a holistic approach that integrates technological, human, and organizational cultural aspects in managing change in the digital era. This approach is crucial for organizations to not only focus on technological investments but also to build infrastructure readiness, competencies, and a culture that supports innovation. The practical implications highlight the need for policies that promote the development of digital skills through ongoing training, effective change management to reduce resistance, and robust data governance to maintain customer trust. Additionally, cross-functional collaboration among management, the IT department, and HR is essential to ensure that AI integration aligns with the strategic needs of companies in the hospitality industry.

4.4 Research Contribution

This research offers a unique contribution compared to previous studies that explore the application of artificial intelligence (AI) in the hospitality industry. One of the main strengths of this study is its specific focus on analyzing the opportunities and challenges faced by human resources (HR) in the Sales and Marketing Department of Royal Ambarrukmo Yogyakarta. Unlike earlier research that tends to discuss the implementation of AI in general within the hospitality sector, this study emphasizes how HR, particularly in the Sales and

Marketing Department, adapts to technological changes in both operational and strategic contexts at a five-star hotel in Indonesia.

Additionally, this research emphasizes the integration of AI not only as a tool for enhancing operational efficiency but also as a catalyst for transforming workplace culture. The study illustrates how AI impacts work patterns, decision-making, and marketing strategies in greater detail, which has not been extensively explored in previous research. For instance, the findings indicate that AI can enhance the ability to personalize customer service and provide more accurate market trend predictions, adding value to hotel marketing strategies.

This research also offers a different contextual perspective by examining how challenges in implementing AI, such as employee resistance, digital competence gaps, and data security issues, are addressed within the specific work environment in Indonesia. This local context is important as it demonstrates how organizational culture and management policies at the Royal Ambarrukmoin Yogyakarta influence the AI adoption process. For instance, the hotel's service-oriented culture that emphasizes traditional personal service faces challenges when adapting to AI technology, which tends to automate many processes. This creates an interesting dynamic between maintaining the quality of traditional service and embracing technological innovation.

Furthermore, this research enriches the literature by integrating a descriptive qualitative approach using Miles and Huberman's data analysis techniques to explore employees' perceptions and experiences in depth. This provides a more comprehensive understanding of how AI is implemented in real practice and how adaptation strategies are developed to address emerging challenges. The study also reveals how local factors such as cultural values, organizational structure, and the level of technological readiness in Indonesia can influence the effectiveness of AI implementation in the hospitality sector.

Thus, this research not only offers theoretical contributions to understanding the role of AI in human resource management within the hospitality industry but also provides practical implications that practitioners and policymakers can use to develop more effective strategies for managing technological changes in this sector.

5. Conclusion

Based on the findings of this research, it can be concluded that the implementation of artificial intelligence (AI) at the Sales and Marketing Department of Royal Ambarrukmo Yogyakarta presents significant opportunities to enhance operational efficiency, personalize services, and make data-driven strategic decisions. AI facilitates the optimization of customer data management, market trend predictions, and the development of more effective marketing strategies. However, alongside these opportunities, there are challenges to address, such as employee resistance to technological changes, digital competency gaps, and data security issues. These challenges highlight the necessity of a comprehensive change management approach, focusing on continuous training, enhancing digital literacy, and managing data security risks. Overall, the success of AI implementation at Royal Ambarrukmo Yogyakarta largely depends on the synergy between technology and human resources. An adaptive approach, active employee participation, and strategies that respond to technological changes are key factors in tackling challenges in an increasingly competitive digital era.

6. Research Implications

The implications of this research indicate that the implementation of artificial intelligence (AI) in the Sales and Marketing Department of Royal Ambarrukmo Yogyakarta has significantly affected the enhancement of operational efficiency and service quality. For hotel management, the findings emphasize the importance of continuous investment in AI technology, as well as the development of human resource capacity to ensure effective adaptation to technological changes. For employees, the study clarifies that AI is not a threat to their roles but rather a tool that can aid in increasing productivity and work efficiency. Therefore, ongoing training is essential to improve digital literacy and readiness for digital transformation. Additionally, this research has implications for policymakers in the hospitality sector to develop strategies that balance technology use with human resource management. These strategies include strengthening data governance, implementing strict data protection policies, and integrating technology with work practices aimed at enhancing customer service quality.

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