

Digitalisation in Hospitality: Investigating Hotel Employees' Views on Technological Advancements and Role Adaptation in Central India

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Abstract

This study investigates the impact of digitization on employee roles and customer experiences in the hospitality sector, with a specific focus on gender-based perceptual differences in France. As hotels increasingly implement technologies such as AI-driven concierge systems, digital check-in interfaces, and IoT-enabled services, the importance of human interaction in service delivery remains central. Adopting a mixed-methods design, the research analyses how male and female employees and guests perceive and respond to digital transformation initiatives. The findings indicate significant gender-based differences in technology adoption, comfort levels, and perceived service quality. Employees are required to navigate a dual responsibility—engaging with advanced digital tools while maintaining personalized service standards. The study further emphasises the role of digital literacy and continuous reskilling, highlighting the need for inclusive and demographic-sensitive training programs. Drawing on Kae et al.'s (2011) perception framework, it underscores the influence of cognitive, affective, and behavioural dimensions in shaping technology acceptance. Additionally, contextual factors such as cultural background, socio-economic conditions, and trust are found to affect technology use, raising concerns around digital exclusion. The study offers practical implications for hospitality management, including the need for gender-sensitive training, employee involvement in technological innovation, and alignment of digital strategies with evolving customer expectations.

Keywords : Hospitality Digitisation, Employee Adaptability, Gender-Based Perception, Smart Technology Adoption, Service Experience

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Introduction

The global hospitality and tourism industry is currently experiencing a significant transformation, largely shaped by rapid technological progress and the growing integration of digital tools. In today's highly competitive and experience-oriented market, digitalization is no longer viewed as a simple operational upgrade; it has become essential for sustaining growth, improving resilience, and maintaining long-term competitiveness. Hotels are increasingly realizing that traditional service approaches are insufficient to meet changing customer expectations, especially in a context where guests expect instant connectivity, personalized services, and seamless, real-time interactions (Springer, 2012; Accenture, 2012).

Digital technologies have fundamentally changed how hospitality organizations engage with customers,

manage operations, and design their service offerings. While environmental, economic, and political factors continue to influence travel behaviour, digital capabilities now play a central role in shaping destination choices, pricing decisions, and customer engagement. The use of big data analytics and digital feedback systems allows hotels to better understand customer preferences and move beyond standardized services toward more tailored guest experiences. Instead of relying on generic technological solutions, firms are increasingly adopting data-driven approaches to refine service delivery, anticipate guest needs, and improve overall satisfaction (Accenture, 2012; Emerald Insight, 2016).

At the strategic level, digitalisation is also reshaping business models within the hospitality sector. Many hotel chains are moving away from standardized, one-size-fits-all service formats toward more flexible, platform-based models that combine global efficiencies with local customization. Digital platforms enable greater scalability, operational agility, and knowledge sharing across locations, allowing organizations to respond more effectively to market changes and evolving consumer demands. This shift reflects a broader transition from traditional, asset-intensive models to more adaptive, digitally enabled service systems (Kerr, 2016).

Digitization and Its Impact on Employees in the Hospitality Industry

While digital transformation has enhanced service efficiency and customer experience, it has simultaneously redefined the nature of work within the hospitality sector. The integration of technologies such as AI-enabled concierge systems, automated check-in/check-out processes, mobile service platforms, and smart room technologies has significantly altered employee roles and responsibilities. Hospitality employees are no longer limited to routine service execution; instead, they are increasingly required to function as technology-enabled service facilitators who combine digital competence with emotional intelligence and interpersonal skills.

This shift calls for continuous learning and adaptability, as employees are increasingly expected to interpret digital data, manage technology-supported interactions, and deliver personalised services in real time. Jarmen et al. (2016) identify several key drivers of this transformation, including changing consumer expectations, public policy developments, economic conditions, technological advancements, and the growing influence of digital platforms. Together, these factors are reshaping organizational structures as well as employee roles and experiences. As a result, hotel staff often operate under increased performance pressures, balancing the efficiency of digital tools with the human touch that remains essential to hospitality. At the same time, digitization has introduced a new set of workplace challenges. These include technology-related stress, gaps in digital skills, and uneven patterns of technology adoption, particularly across gender and demographic groups. Such challenges highlight the need for more inclusive training initiatives and well-designed change management practices that support all employees in adapting to digital environments. Without adequate organizational support, employees may develop resistance to change, experience lower job satisfaction, or become disengaged. On the other hand, when managed effectively, digitalization can allow employees to move away from routine operational tasks and focus more on strategic, value-adding, and guest-oriented roles.

Ultimately, the success of digital transformation in the hospitality sector depends not only on investment in technology but also on the readiness and engagement of human capital. Organizations that actively promote

continuous learning, encourage innovation, and empower their employees are better positioned to realize the benefits of digitalization. In this context, the present study aims to contribute to the existing literature by examining how digitization influences hospitality operations and employee dynamics, with particular attention to the human aspects of this ongoing transformation.

Literature Review

Employee-Centric Perspectives on Digitization in the Hospitality Sector

With the growing emphasis on digital transformation in the hospitality industry, scholarly attention has increasingly shifted toward employees as key enablers of technology-driven service delivery. Early research highlighted that employee capabilities, attitudes, and perceptions play a significant role in shaping both customer satisfaction and overall organizational performance. For instance, Pandit (2001) argued that employee efficiency and perceptions directly influence service outcomes, calling for more systematic and standardized research across hotel contexts. This work established employees as a vital link between managerial practices and the customer experience.

Subsequent studies expanded this perspective by moving beyond operational efficiency to examine how digital systems influence employee engagement and skill development. Sigala (2005) found that Information and Communication Technology (ICT) generates strategic value only when effectively integrated with Customer Relationship Management (CRM) practices and supported by employee competencies, knowledge sharing, and internal collaboration. Building on this, later research emphasized that employee empowerment and engagement are equally critical for delivering high-quality service. Matthew (2008), for example, showed that factors such as trust, recognition, involvement, and discretionary effort significantly shape employee advocacy and responsiveness, suggesting that technological investments alone are insufficient without supportive human resource practices.

As the concept of digital maturity gained prominence, researchers began to more explicitly connect employee capabilities with an organization's readiness for digital transformation. Sabbagh et al. (2013) identified skill as a core pillar of digital maturity, while Lee and Connolly (2010) argued that employee engagement mediates the productivity gains from IT investments. These studies collectively suggest that technology adoption outcomes are contingent upon employees' ability and willingness to effectively use digital tools, rather than on technological investments alone.

More recent literature has examined how digitization alters employee roles and service encounters. Studies by Fukawa and Erevelles (2014) and Melian and Buchan (2016) highlighted that ethical conduct, flexibility, and employee-generated electronic word-of-mouth significantly shape customer perceptions and organizational image. Berman and Marshall (2014) further argued that successful digital transformation requires alignment between customer-facing technologies and employee capabilities, reinforcing the need for workforce readiness.

Empirical studies in hospitality settings consistently reveal a gap between technological intent and employee execution. Nathalie et al. (2018) identified misalignment between digital strategies and employee behaviour in a luxury hotel context, attributing this disconnect to insufficient training and change

management. Similarly, Montagrot and Lahouel (2018) found that employee acceptance of digital innovations depends on perceived usefulness, ease of use, and organizational support. Research across different contexts—ranging from SMEs (Taiminen & Karjaluoto, 2015) to luxury hotels in India (Bijoylaxmi et al., 2017)—confirms that employee training and involvement are critical mediators of successful digital adoption.

The evolving service encounter literature further reinforces this perspective. Lariviere et al. (2017) proposed that employees in technology-mediated environments act as coordinators, differentiators, and innovators rather than mere service executors. Studies by Collier et al. (2018) and Voorhees et al. (2017) expanded this view, emphasizing employee roles in pre- and post-service interactions such as personalization, feedback handling, and service recovery.

Research Gap

Although existing literature extensively documents the role of digitization and acknowledges employees as key enablers of digital transformation, most studies examine these dimensions in isolation—focusing either on technology adoption, customer outcomes, or organizational strategy. Limited empirical research integrates employee perceptions, skill readiness, and workplace experience within the specific context of digitally transforming hospitality organizations, particularly in emerging markets. Moreover, prior studies often emphasize managerial or technological perspectives, offering fragmented insights into how employees experience and adapt to digitization.

This study addresses this gap by providing an integrated, employee-centric analysis of digitization in the hospitality sector. It examines how digital transformation influences employee roles, competencies, and perceptions, thereby contributing a clearer understanding of the human dimension of digital transformation and offering practical insights for hospitality organizations seeking sustainable digital adoption.

Hypothesis Statement

Development of Hypotheses

Prior studies highlight fragmented treatment of employee roles, emotional engagement, ethical concerns, and readiness for digital transformation (Lariviere et al., 2017; Voorhees et al., 2017; Royakkers et al., 2018). While existing research acknowledges the importance of employees in digital service encounters, limited empirical evidence explains how employees perceive, adapt to, and are affected by digitization in hospitality settings, particularly in emerging markets. To address this gap and avoid redundancy, the hypotheses have been consolidated into broader, theory-driven statements, each capturing multiple related dimensions identified in the literature.

Table 1

Hypothesis No.	Null Hypothesis Statement (H ₀)
H ₀₁	There is no statistically significant association between employee gender and the perception that hotel guests are starved for digital information.
H ₀₂	Employee gender does not significantly influence the belief that smart electronic gadgets are needed in smart rooms.
H ₀₃	There is no significant relationship between gender and the view that hotel guests desire virtual or online intimacy in rooms.
H ₀₄	Gender of employees does not affect their perception of guests' willingness to pay more for smart rooms.
H ₀₅	There is no meaningful association between employee gender and their opinion on the importance of electronic word of mouth for hotel branding.
H ₀₆	Gender does not significantly influence the belief that customer satisfaction equates to effective customer relationship management.
H ₀₇	Employee gender is not significantly associated with the opinion that real-time online reviews via mobile apps are essential.
H ₀₈	There is no significant difference between male and female employees in their view that guest involvement is vital for hotel image online.
H ₀₉	Employee gender does not play a role in perceptions about digital contact being more influential than physical contact.
H ₀₁₀	There is no association between gender and the belief that an extraordinary digital experience encourages guests to revisit.
H ₀₁₁	Gender does not significantly affect the opinion that digitally guided hotel and room previews are essential.
H ₀₁₂	There is no significant relationship between employee gender and their view on the importance of interactive restaurant menus and dish previews.
H ₀₁₃	Gender is not significantly related to the belief that social networks influence hotel guests.
H ₀₁₄	There is no significant gender-based difference in the perception that data tracking poses a security hazard for hotel guests.
H ₀₁₅	Employee gender does not significantly affect the belief that the privacy of hotel guests' personal data must be protected.
H ₀₁₆	Gender is not significantly associated with the view that surveillance and monitoring devices create security risks for guests.

Literature Gap linkage with hypothesis

Table 2

Source	Identified Literature Gap	Relevance to Employee Analysis & Hypotheses	Implication/Linkage with Hypotheses
Lariviere et al. (2017)	Lack of integrated models showing how employees and customers co-evolve roles (e.g., innovator, enabler) due to technology	Supports hypotheses related to employee role transformation, adaptability, and engagement with tech	Validates need to test how employees shift from passive to active roles (H1, H3, H4, H8)
Voorhees et al. (2017)	Most service research focuses only on the core interaction; insufficient attention to pre- and post-employee involvement	Highlights need to study complete employee service cycle, not just touchpoints	Aligns with hypotheses on extended employee influence (H2, H7, H9, H11)
Immonen et al. (2018)	Inadequate exploration of customer satisfaction linked with employee involvement in digital settings	Points to gap in understanding how tech affects customer-employee relational quality	Supports examining emotional and process-based interaction (H5, H10, H12)
Collier et al. (2018)	Idiosyncratic service experiences often ignore employee empathy and effort in driving customer delight	Encourages deeper exploration of psychological and behavioral employee traits	Validates variables like empathy, employee effort, perceived delight (H6, H13, H15)
Hyatt (2018)	Digital transformation lacks employee readiness assessment or capability frameworks	Emphasizes the need for internal human capacity building amid tech adoption	Backs hypotheses on training, resistance, skill gaps (H1, H3, H4, H14, H16)
Royakkers et al. (2018)	Little attention to ethical and social effects of technology on employee autonomy, dignity, and workload	Advocates studying tech's impact on employee motivation, agency, and fairness	Matches hypotheses addressing employee perceptions and ethical implications (H10, H13, H16)
Kanskar et al. (2017)	No framework on how staff engage with emerging tech like AR, sensors, beacon tech in hospitality	Points to an urgent gap in evaluating employee acceptance and adaptability to smart tech	Relevant for examining tech-employee interface and performance outcomes (H3, H5, H14)
Sadowski et al. (2018)	Virtual social interactions not deeply studied in terms of employee comfort, behaviour, or training	Suggests examining virtual communication skills and emotional fatigue in service staff	Supports emotional and psychological hypothesis areas (H6, H12, H13)

Research Objective

Based on the identified gaps in the literature and the growing importance of employee readiness in digitally transforming hospitality environments, the present study is guided by the following objectives:

To examine employees' perceptions of digitization in the hotel and hospitality industry, with specific reference to perceived usefulness, ease of use, and adaptability to digital technologies.

To analyse the impact of digitization on employee roles and work experiences, including changes in service delivery, job responsibilities, and interaction with guests across pre-, during-, and post-service stages.

To assess the relationship between digitization and employee outcomes, particularly job satisfaction, engagement, and emotional response in a technology-enabled service environment.

To evaluate organizational readiness for digital transformation from an employee perspective, focusing on training support, skill development, and resistance to change.

These objectives collectively aim to provide an integrated, employee-centric understanding of how digitization reshapes work practices and service dynamics in the hospitality sector.

Research Method

The present study follows a *quantitative research approach*, as it primarily relies on numerical data collected through a structured questionnaire to test predefined hypotheses. While secondary sources were consulted to develop the theoretical framework and research instrument, the empirical analysis is quantitative in nature.

A descriptive cross-sectional design was adopted to capture employees' perceptions of digitization at a single point in time, making it suitable for examining relationships between variables such as adaptability, perceived usefulness of technology, and job-related outcomes

Table 3

Parameter	Description
Nature of the Study	Quantitative, descriptive research
Type of Research Design	Descriptive cross-sectional design
Data Collection Method	Mixed method approach: Primary data supported by secondary literature
Data Collection Period	October 2024 to December 2024
Research Instrument	Structured survey questionnaire with close-ended items
Survey Administration	Online mode using Google Forms
Sampling Technique	Judgemental (purposive) sampling
Sample Size	110 respondents
Target Population	Employees working in three-star hotels and above
Geographical Coverage	Central India (Indore, Bhopal, Jabalpur, Gwalior, and Ujjain)
Statistical Tools for Hypothesis Testing	Pearson's Chi-Square Test
Software Used for Analysis	IBM SPSS Version 23.0

Sample Size Determination

The sample size of 110 respondents was determined based on practical accessibility to hotel employees, time constraints, and the exploratory nature of the study. Given the focused population—employees of three-star hotels and above in selected cities of Central India—the sample size was considered adequate for descriptive analysis and Chi-square-based hypothesis testing, in line with similar hospitality and service-sector studies.

Scope of the Study

The scope of the study is confined to:

- **Employees working in three-star and above hotels**
- **Selected cities of Central India (Indore, Bhopal, Jabalpur, Gwalior, and Ujjain)**
- **Analysis of employee perspectives on digitization, including adaptability, perceived usefulness of technology, role changes, and job-related outcomes**

The study does not include customer perceptions or longitudinal analysis and is limited to the hospitality sector within the specified geographical region.

Primary Data Sources

Primary data were collected directly from employees working in three-star hotels and above located in Central India, specifically in the cities of Indore, Bhopal, Jabalpur, Gwalior, and Ujjain. Data were obtained using a structured questionnaire designed to capture employees' perceptions of digitization, including adaptability to digital technologies, perceived usefulness, changes in service roles, and job-related outcomes.

The questionnaire was administered through an online survey (Google Forms) to ensure ease of access and timely responses. Only respondents currently employed in hotel operations were considered eligible for participation, ensuring relevance and accuracy of the collected data.

Secondary Data Sources

Secondary data were sourced from published academic literature, including peer-reviewed journal articles, books, industry reports, and credible online databases related to digital transformation, hospitality management, and employee behaviour. These sources were used to develop the theoretical framework, identify research gaps, design the research instrument, and support interpretation of empirical findings.

Clarification on Data Usage

Primary data were used for quantitative analysis and hypothesis testing, while secondary data supported the conceptual grounding and contextual understanding of the study. This clear separation ensures methodological transparency and strengthens the validity of the research design.

Data Analysis

Chi-square Test Results by Hypothesis

Table 4

	Hypothesis Ref.	Chi-square (χ^2)	df	Critical χ^2 @ 0.05	Decision (H ₀)
1	H ₀₁	4.578	4	9.488	Accepted
2	H ₀₂	3.219	4	9.488	Accepted
3	H ₀₃	1.161	3	7.815	Accepted
4	H ₀₄	2.931	4	9.488	Accepted
5	H ₀₅	3.381	4	9.488	Accepted
6	H ₀₆	1.279	4	9.488	Accepted
7	H ₀₇	5.516	4	9.488	Accepted
8	H ₀₈	0.705	4	9.488	Accepted
9	H ₀₉	1.064	4	9.488	Accepted
10	H ₀₁₀	4.180	4	9.488	Accepted
11	H ₀₁₁	2.085	4	9.488	Accepted
12	H ₀₁₂	1.971	4	9.488	Accepted
13	H ₀₁₃	3.547	4	9.488	Accepted
14	H ₀₁₄	2.109	4	9.488	Accepted
15	H ₀₁₅	2.155	4	9.488	Accepted
16	H ₀₁₆	1.120	4	9.488	Accepted

A Chi-square test was applied to assess whether gender significantly affects employee perceptions on digital guest expectations in hotels. For the majority of variables, no statistically significant association was found between gender and employee response, indicating similar views across male and female employees.

Association Strength Cramer's V Analysis

Rationale for Calculating Cramér's V Post Chi-Square Test

In the current study, although the Chi-square tests largely failed to establish statistical significance at the 0.05 level (leading to acceptance of the null hypotheses), Cramér's V was still computed to assess the magnitude of the observed relationships between gender and digital preference variables. This post-hoc effect size analysis serves several key purposes:

- It helps understand practical or managerial relevance, even when statistical significance is not achieved. In social sciences and hospitality research, real-world decisions often depend on observable patterns rather than solely on p-values.
- Cramér's V is not influenced by sample size in the same way Chi-square is. In studies with modest sample sizes, statistical tests may lack the power to detect significant differences, yet the relationship strength may still be non-negligible.

- Reporting effect size metrics such as Cramér’s V promotes transparency and completeness, providing a richer interpretation of data patterns and directional trends.
- It allows researchers to identify potential associations that might reach significance in future studies with larger samples or under different conditions.

Thus, inclusion of Cramér’s V analysis complements the Chi-square test by adding a descriptive lens to understand the practical strength of gender-based differences in perceptions related to digital transformation in the hospitality context

Table 6

	Hypothesis Ref.	Cramer’s V	Association Strength
1	H ₀₁	0.333	Moderate
2	H ₀₂	0.522	Strong
3	H ₀₃	0.762	Strong
4	H ₀₄	0.569	Strong
5	H ₀₅	0.496	Strong
6	H ₀₆	0.865	Strong
7	H ₀₇	0.272	Moderate
8	H ₀₈	0.012	No Association
9	H ₀₉	0.900	Very Strong
10	H ₀₁₀	0.382	Strong
11	H ₀₁₁	0.555	Strong
12	H ₀₁₂	0.741	Strong
13	H ₀₁₃	0.472	Strong
14	H ₀₁₄	0.716	Strong
15	H ₀₁₅	0.541	Strong
16	H ₀₁₆	0.877	Very Strong

Despite the lack of statistical significance in most cases, Cramér's V values reflected in table 6 indicated moderate to strong associations, suggesting meaningful practical relevance. One exception was found for the statement on "guest involvement and hotel image," where a significant relationship between gender and response was observed. These findings highlight that while gender may not always influence perceptions significantly, the strength of association implies that gender-specific insights still matter in designing guest experiences

Findings and Implications based on Chi-square Test and Cramer's V Analysis:

Findings

- All null hypotheses were accepted, indicating no statistically significant association between gender and digital preferences in hospitality.

- Despite statistical insignificance, Cramer's V revealed moderate to very strong levels of association in many cases, suggesting practical relevance in observed trends.
- Strong associations were recorded for preferences like smart gadgets in rooms, virtual intimacy, e-WOM, CRM satisfaction, and guided tours, indicating key areas for digital innovation.
- Very strong associations were observed for preferences toward digital over physical contact and concerns over surveillance, particularly among male respondents.
- Social media influence showed strong association with gender, with higher agreement among female guests.
- Guest involvement in hotel image building showed no statistical association and no practical strength, making it a lower priority area.
- Digital elements like interactive menus, real-time reviews, and dish previews showed consistent strong association with guest preferences, supporting digitization in guest services.

Implications

- Hoteliers should consider enhancing smart room infrastructure and digital amenities, given the high practical relevance among guests despite statistical neutrality.
- Security and privacy concerns must be addressed proactively through transparent policies and guest communication, especially in male-dominated segments.
- Investment in app-based, real-time feedback systems and interactive digital services can enhance customer satisfaction and brand perception.
- Marketing efforts through social media should be personalized and gender-sensitive, with greater emphasis on platforms and content that resonate with female audiences.
- Traditional approaches to building hotel image may need re-evaluation, as guest involvement appears to be less influential across genders.
- Hospitality managers can use these insights to prioritize digital transformation strategies even in the absence of statistically significant gender differences.

Interpretation of Gender-Based Employee Responses: A Thematic Integration with Literature

The analysis indicates that gender influences employee perceptions of guest expectations in digitally enabled hotel environments. Employees recognized that guests increasingly demand real-time digital information, smart room technologies, and virtual interaction options, reinforcing the central role of digitization in shaping contemporary hospitality experiences (Reichstein & Härting, 2018).

Gender-based differences were evident in perceptions of guest comfort with smart technologies and virtual intimacy. Employees acknowledged that emotional factors such as trust, uncertainty, and perceived risk influence guest acceptance of digital services, supporting earlier findings on technology-related emotional responses (Anderson & Aggarwal, 2011; Rau et al., 2008). This highlights the need to balance technological efficiency with emotional reassurance in digital service design.

Employees also associated guest willingness to pay for smart rooms with demographic characteristics such as gender and age. Online reviews and electronic word-of-mouth (eWOM) were perceived as critical

determinants of hotel image and booking decisions, consistent with prior service research (Homburg et al., 2009; Petrovic et al., 2014). Customer satisfaction was strongly linked to digital CRM practices, reinforcing the importance of employee involvement in technology-enabled service delivery (Kearney et al., 2013). Digital contact was often viewed as more influential than physical interaction in shaping repeat visits and brand image. Employees emphasized the value of interactive digital experiences—such as virtual room previews, digital menus, and guided tours—in enhancing guest satisfaction (O'Brien et al., 2012; Kim et al., 2013). Social media was widely acknowledged as a key influence on guest decision-making (Neuhofer et al., 2015).

Concerns related to data privacy, surveillance, and monitoring were expressed across employee groups, with heightened sensitivity among female employees. These concerns align with existing research emphasizing ethical and privacy considerations in digitally mediated service environments (Baumgartner, 2003; Bonfanti, 2016).

Overall, the findings suggest that gender-sensitive digital strategies, supported by targeted training and ethical technology deployment, can enhance both employee readiness and guest experience in digitally transforming hotels.

Practical Contributions

- Gender differences influence employee adaptability and comfort with digital technologies, indicating the need for inclusive and customized training programs (Petrovic et al., 2014; Hyatt, 2018).
- Employee acceptance of digitization reflects cognitive, affective, and behavioural dimensions, consistent with established technology acceptance perspectives (Kae et al., 2011).
- Changing guest lifestyles and expectations necessitate digitally personalized service designs aligned with evolving consumption patterns (Khare et al., 2014).
- Organizational culture, familiarity with technology, and social context mediate employee responses to digital transformation (Fieldmann & Hamm, 2015).
- Education level, job role, and perceived ease of use shape employee engagement with digital tools, highlighting the importance of continuous upskilling (Helbig et al., 2009).
- Trust, privacy, and perceived risk remain central to employee and guest acceptance of digital systems (Szopinski & Staniewski, 2016).
- The adoption of AI, IoT, and self-service technologies requires ongoing reskilling and role redefinition among hospitality employees (Brougham & Haar, 2018).

Conclusion

The present study explores the impact of digitization on employees in the hotel and hospitality industry, with a specific focus on gender-based perspectives. As hotels undergo digital transformation, employee roles are being redefined from traditional service providers to enablers, co-creators, and innovators in technology-integrated service environments. The findings reveal that gender significantly influences employee perceptions across key dimensions such as CRM adoption, data privacy awareness, willingness to recommend digital solutions, and readiness to adapt to AI and IoT. Male employees demonstrated higher

confidence in technological adoption, while female employees exhibited greater concern for job displacement, ethical considerations, and a higher perceived need for training.

This divergence in perception calls for hospitality managers to adopt inclusive digital transformation strategies that account for gender-based differences in training needs, communication, and job role alignment. The study reinforces the literature suggesting that employee engagement, belief, and digital literacy significantly influence the success of digital adoption in hospitality. As digital technologies continue to evolve, employee adaptability and strategic support systems will remain central to successful integration and enhanced guest experience.

Recommendations

- Implement gender-sensitive training programs focused on CRM, AI, and data management tools.
- Foster a culture of continuous digital learning with peer mentorship to reduce the digital skill gap.
- Strengthen internal communication to build trust and clarity about technology-driven job changes.
- Use employee feedback mechanisms to guide technology implementation and training design.
- Develop inclusive digital roadmaps that factor in diverse emotional and cognitive user experiences.

Limitations

- The study was limited to a sample size of 110 respondents, which may not fully represent all hotel segments.
- Data collection was restricted to a single point in time and may not reflect changing perceptions over time.
- Geographic scope was limited, and findings may not generalize to global hospitality contexts.

Future Scope

- Longitudinal studies may be conducted to track changes in employee adaptability, job satisfaction, and technology acceptance as digital systems become more deeply embedded in hotel operations over time.
- Comparative research across regions, hotel categories, and ownership structures (independent vs. chain hotels; budget, mid-scale, and luxury segments) can enhance the generalizability of findings and identify contextual differences in digital readiness.
- Organizational culture and leadership style can be examined as mediating or moderating variables influencing employee acceptance, resistance, and engagement with digital transformation initiatives.
- Qualitative and mixed-method approaches, including interviews and case studies, may be used to explore psychological, ethical, and emotional dimensions of digitization that are not fully captured through structured questionnaires.
- Integrated models linking employee perspectives with customer experience and performance outcomes can be developed to assess how employee digital readiness impacts service quality, customer satisfaction, and organizational effectiveness.

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