

# Unpacking the Reasons Shaping Employee Acceptance and Attitudes towards AI Assistant Services in the Hotel Industry: A Behavioral Reasoning Perspective

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## Abstract.

**Purpose:** This study investigated organizational employees' opinions and acceptance of AI-based service assistants using the Behavioral Reasoning Theory (BRT) and explored the fundamental aspects that affect AI service assistant adoption.

**Design:** The study is developed using behavioral reasoning theory and a total of 50 senior leaders, HR leaders and employees from the hotel industries were participated in this investigation. A thematic analysis of information obtained through observations, focus groups and participant interviews was applied to identify themes. For this investigation, authors utilized a comparative thematic analysis, which was complemented by the application of the automated content analysis software MAXQDA.

**Research Findings:** This study looks at "reasons for" and "reasons against" adoption from the standpoint of a least developing nation. These reasons include personalization, interactivity, perceived intelligence, anthropomorphism, language barriers, anxiety about technology, service failure recovery, and inadequate infrastructure. It is found that “reasons for” positively influence both the mindset and the intention to adopt, whereas “reasons against” negatively affect them. The analyses also reveal a few significant facts on the adoption of artificial intelligence services in Bangladesh, including financial risks, technical infrastructure difficulties, data security issues, and a lack of an overall strategy inside an organization.

**Practical implication:** The study offers distinct practical perspectives for hotel industry practitioners, managers, and employees, as well as system designers and developers of AI-driven service technologies, to comprehend the factors that lead to the adoption of AI assistants.

**Originality:** This study is the first to investigate employees' attitude and intention to adopt AI-based service assistants in the hotel industry using the behavioral reasoning theory.

**Limitations:** This study is a cross-sectional investigation that is carried out within certain, limited industrial sectors. Longitudinal studies can be conducted to generalize the outcome of this study.

**Keywords:** AI service assistant, Employee adoption, Behavioral reasoning theory,

## 1. Introduction

Hotels may consider using artificial intelligence assistants as a future workforce ([Reis, Melão, Salvadorinho, Soares, and Rosete \(2020\)](#)). This workforce could replace or assist humans, lowering labor costs. Several innovative hotels have introduced service robots to give visitors unique experiences. Generally speaking, service assistants that are powered by AI can deliver services that are reliable, convenient, and effective. ([M. Johnson et al., 2015](#)). The Henn-na Hotel in Japan, which opened in 2015 and is certified by Guinness World Records as the first hotel to operate using an artificial intelligence-based service robot, employs dinosaur and anthropomorphic robots to handle front desk, butler, housekeeping, and concierge functions ([Nagao, 2018](#)). Shangri-La Hotels & Resorts uses Hotel Jen in Singapore to introduce and test room-service delivery robots ([Choi, Choi, Oh, & Kim, 2020](#)). There were further two service robots that were tested at Hotel Icon in Hong Kong. Both the Konia Minolta service delivery robots and the Diversey cleaning robots were involved in this. ([Choi et al., 2020](#)). Indeed, there is a steady rise in the deployment of services powered by artificial intelligence. ([Choudhury, 2021](#); [Mariani & Borghi, 2021](#)).

Furthermore, AI assistants and other similar applications are becoming increasingly prevalent on a global scale, contributing to the exponential growth of AI-driven technologies ([Gill et al., 2022](#); [Kopalle et al., 2022](#)). The global usage of AI-based power virtual assistants on devices was 3.8 billion in 2019 and increased to 4.2 billion in 2020 ([Alam, Gupta, Qamar, & Ullah, 2022](#)). Despite the swift rate of acceptance, the device's usage remains limited to basic tasks. Based on a study done by eMarketer in 2020, customers still show reluctance to utilize AI assistants for conducting online commerce ([Pitardi & Marriott, 2021](#)). It is projected that by 2024, the global usage of digital voice assistants will reach 8.4 billion. This quantity surpasses the current global population. AI and other technologies are transforming how we view work, workers, and the workplace ([Goh, Wong, & Yap, 2021](#); [Malik, Budhwar, & Srikanth, 2020](#)). AI-based solutions in corporate operations are lowering labor costs, and improving customer engagement, job satisfaction, and employee experience. Several studies ([Barton, Woetzel, Seong, & Tian, 2017](#); [Chui, 2017](#); [Makridakis, 2017](#); [Manyika et al., 2019](#)) have noted this trend.

At present, People perceive and interact with artificial intelligence (AI) technology differently due to its widespread use and human-like traits([Shank, Bowen, Burns, & Dew, 2021](#)). As AI technology spreads, this transition occurs. The development of new technology caused this trend to shift. Mobile phones and laptops are rarely called "he" or "she"([Humphreys, Von Pape, & Karnowski, 2013](#)). However, Siri and Alexa can be personified. The speech alone helps individuals connect with the artificial intelligence assistant, even though it lacks human traits. Though the speech is fine, this is true([Han & Yang, 2018](#); [Novak & Hoffman, 2019](#))

Nevertheless, several individuals fail to anticipate the bright future of artificial intelligence service assistants. Many people believe that artificial intelligence assistant technologies are not capable of fulfilling or replacing certain aspects of hotel visitor experiences due to the presence of human service personnel([Tung & Law, 2017](#)). There is a limited amount of information accessible regarding the possible impact that the use of artificial intelligence assistants in hotels could have, even though the hospitality industry has already begun embracing and installing service robots ([Lv, Liu, Luo, Liu, & Li, 2021](#); [Malodia, Ferraris, Sakashita, Dhir, & Gavurova, 2023](#); [Murphy, Gretzel, & Pesonen, 2021](#)). An increasing number of recent studies have attempted to conceptualize AI-based service assistants in the hospitality industry in a variety of dimensions. These studies have also attempted to understand hotel employees' awareness of artificial intelligence technologies ([Ali, Park, Kwon, & Chae, 2019](#); [Sigala, Kumar, Donthu, Sureka, & Joshi, 2021](#)), as well as investigate customers' perceptions of AI assistants' service([Brill, Munoz, & Miller, 2022](#); [Gursoy, Chi, Lu, & Nunkoo, 2019](#); [Vimalkumar, Sharma, Singh, & Dwivedi, 2021](#)). AI-based service assistants also employ natural language processing to engage humans with conversational algorithms. ([Lim, Kumar, Verma, & Chaturvedi, 2022](#)) Machine learning and voice recognition allow AI assistants to show emotions, intuition, problem-solving, and compassion. Artificial intelligence agents can sense emotions, solve problems, anticipate employee expectations, and provide help. Various AI-based assistant services are used to boost acceptability([Lv, Yang, Qin, Cao, & Xu, 2022](#)). These services include i) chatbots that answer HR questions and help with HR issues, and ii) a customized AI assistant for career development that helps employees advance professionally. iii) Artificial intelligence mental health assistants: these tools help solve emotional concerns. iv) Employee

engagement AI assistants are used in many organizational polls and surveys to get employee feedback([Pillai, Ghanghorkar, Sivathanu, Algharabat, & Rana, 2023](#))

Most studies on artificial intelligence assistants in talent acquisition management have focused on acceptance and use([Albert, 2019](#); [Johansson & Herranen, 2019](#); [R. D. Johnson, Stone, & Lukaszewski, 2020](#)). However, workplace AI adoption study has several drawbacks([Chowdhury et al., 2023](#)). [Bylieva, Lobatyuk, Kuznetsov, and Anosova \(2020\)](#) Conducted a minimal study on AI assistants' professional involvement and communication with humans. The academic community wants theoretical insights into workplace AI-based assistant acceptability([Islam & Zhou, 2023](#); [Malik, Budhwar, Mohan, & NR, 2023](#)).

Additionally, awareness among organizational employees of digital technology, such as an artificial intelligence assistant for personal use, may be an indication that the usage of such technology in the office is convenient. Nevertheless, there is a lack of comprehension regarding the viewpoints of employees and their desire to make use of artificial intelligence technology in the workplace([Mirbabaie, Brünker, Möllmann, & Stieglitz, 2022](#)). The management needs to be aware of the employees' readiness to utilize these technologies as well as the many reasons that influence their decision to use them. This is necessary to ensure that the resources and time that are being used to adopt these technologies at the workplace are not wasted. Although the adoption of technology has been a topic of many studies in the field of information systems (IS) ([Salahshour Rad, Nilashi, & Mohamed Dahlan, 2018](#)), artificial intelligence assistants have a distinct function. Consequently, further research is required to examine their acceptability([Cai, Li, & Law, 2022](#); [Kar & Kushwaha, 2023](#); [Li, Chen, Liu, & Zheng, 2023](#)). Studies have also looked into the use of artificial intelligence (AI) technology in several industries, including travel and hospitality, retail, healthcare, financial services, and customer services([Dekkal, Arcand, Prom Tep, Rajaobelina, & Ricard, 2023](#); [Li et al., 2023](#)). Research on the perspectives of employees about the use of AI services in the workplace is scarce. Researchers and academics are eager to learn more about this topic([Feng & Buxmann, 2020](#); [Lewandowski, Delling, Grotherr, & Böhmman, 2021](#)). To address the research gap, we formulated the following investigation for our research.

*-What are the instrumental factors for and against the organizational employees' adoption of AI assistants' services in the hotel industry?*

Furthermore, research is being conducted to examine the behavioral reasoning theory, or BRT, as a possible remedy for the issue of figuring out whether or not organizational employees are considering using AI assistants in the workplace.([Jan, Ji, & Kim, 2023](#)). The study was built with BRT and assessed using a cross-sectional survey of fifty employees serving at five high-tech hotels in Dhaka city. The employees who participated in the survey were of varying levels of responsibility. The findings of this study contribute noteworthy contributions to the existing body of literature about the adoption of artificial intelligence technology and the proliferation of innovations in the workplace([S. Gupta, Ghardallou, Pandey, & Sahu, 2022](#)). It investigates AI-based service adoption from the standpoint of an employee, which is a response to the scholarly desire for research that uses BRT in a variety of scenarios. Since it provides both "reasons for" and "reasons against" the adoption of AI, this research makes a unique contribution to the interaction between AI service assistants and employees at various levels. Researchers, senior management leaders, human resource managers, data scientists, developers of artificial intelligence assistants, marketers, and policymakers in the workplace and government agencies can all benefit from the findings of this work.

## **2. Literature Review**

### **2.1 AI service assistant in hospitality**

AI, robotics, and big data technological developments are accelerating the growth of the hospitality industry([Drexler & Lapré, 2019](#); [Nam, Dutt, Chathoth, Daghfous, & Khan, 2021](#)) Research on the adoption of artificial intelligence-based service is a relatively new field service setting, especially in hospitality sector study, and few studies have been conducted all over the world. According to [Ivanov and Webster \(2019\)](#), these studies focus on travel, tourism, and hospitality businesses, service chatbots([Sheehan, 2018](#)), hotel interactive technologies([Morosan & DeFranco, 2019](#)), service robots([Belanche, Casaló, Flavián, & Schepers, 2020](#)), Siri's virtual assistant implementation([Brill et al., 2022](#)), and more. To investigate the reasons and attitudes toward the artificial intelligence assistants' service in the hospitality sector, organizational employees – AI service interactions are taken into consideration by triggering BRT. Understanding the impact of AI technologies on service quality, client satisfaction, and loyalty is crucial as they significantly improve overall service quality in the hospitality business by enhancing the performance of

organizational staff. For instance, the factors of employee engagement, efficiency, and the level of service provided have been studied by [Singh, Olson, and Tsai \(2021\)](#), [Pillai and Sivathanu \(2020\)](#), and [Prentice and Nguyen \(2020\)](#). Moreover, the progress in artificial intelligence, service robotics, and enhanced digital connectivity significantly affects various industries, including the hospitality sector([Loureiro, Guerreiro, & Tussyadiah, 2021](#)).

## **2.2 Models of adoption and AI service technology acceptance**

Managers and academics must understand user behavior and technology acceptability due to the rapid speed of technological changes.([Venkatesh & Bala, 2008](#)) How, why, and when users adopt new technology should be understood. Many theories can be used to collect users' views on new technology and predict their innovation adoption. Most of the theories that have been studied by scholars are the following: the technology adoption model (TAM), the theory of reasoned action (TRA), the theory of planned behavior (TPB), the innovation diffusion theory (IDT), the unified theory of acceptance and use of technology (UTAUT), and the adoption of advanced technologies by human resources management([A. Khan, Qudrat-Ullah, A. Khan, & Qudrat-Ullah, 2021](#)). In this research effort, we take into consideration the fact that AI assistants are a new technology in the travel and tourist business, and we aim to analyze the behavioral intention to accept AI assistants' services for tourism service settings.

## **2.3 Behavioral Reasoning Theory**

Behavioral Reasoning Theory is a conceptual framework created by Keith E. Stanovich, Richard F. West, and Maggie E. Toplak ([Toplak, West, & Stanovich, 2013](#)). The subject matter of this field of study centers around the cognitive processes that are engaged in decision-making, with a special emphasis on situations that necessitate logical thinking and the resolution of problems. Behavioral Response Theory (BRT) is a theoretical framework employed to comprehensively comprehend and forecast human behavior across many circumstances([Calza, Cannavale, & Nadali, 2020](#); [Jain, Wadhvani, & Eastman, 2023](#)). It is the initial theory that explains the intention to behave and the underlying causes, beliefs, and global motives. ([Dhir, Koshta, Goyal, Sakashita, &](#)

[Almotairi, 2021](#)). The BRT framework allows researchers, practitioners, and professionals to analyze the relative impact of factors that promote or oppose consumer behavior toward any innovation ([A. K. Sahu, Padhy, & Dhir, 2020](#)). Few studies ([Claudy, Garcia, & O'Driscoll, 2015](#)) found inconsistencies between why people accept and dislike innovations. BRT helps researchers distinguish between pro- and anti-element arguments and assess how these aspects affect users' intentions([A. K. Sahu et al., 2020](#); [Westaby, 2005](#)). Because BRT uses a decision-making framework. The BRT has four main parts: Figure 1 shows: Attitudes and ideas; arguments (pro and con); reasoning (pro and con); and intents. [Kim, Cho, and Kim \(2019\)](#) define "behavioral intention" as a customer's likelihood to engage in a particular activity, behavior, or task. How highly a person values a behavior's past favorable or negative outcomes is measured by their attitude toward it. Positive attitudes lead to intentions to engage in that conduct, while negative attitudes lead to a lack of involvement, according to [Verma, Chandra, and Kumar \(2019\)](#). This theory holds that while positive characteristics can explain why people engage in specific actions, they cannot predict the reasons behind their resistance to those behaviors. Therefore, [Westaby \(2005\)](#) said that it's important to identify the negative factors that influence people to refrain from engaging in specific habits. Theoretically, these subjective elements can differ based on how clients view their values and beliefs.



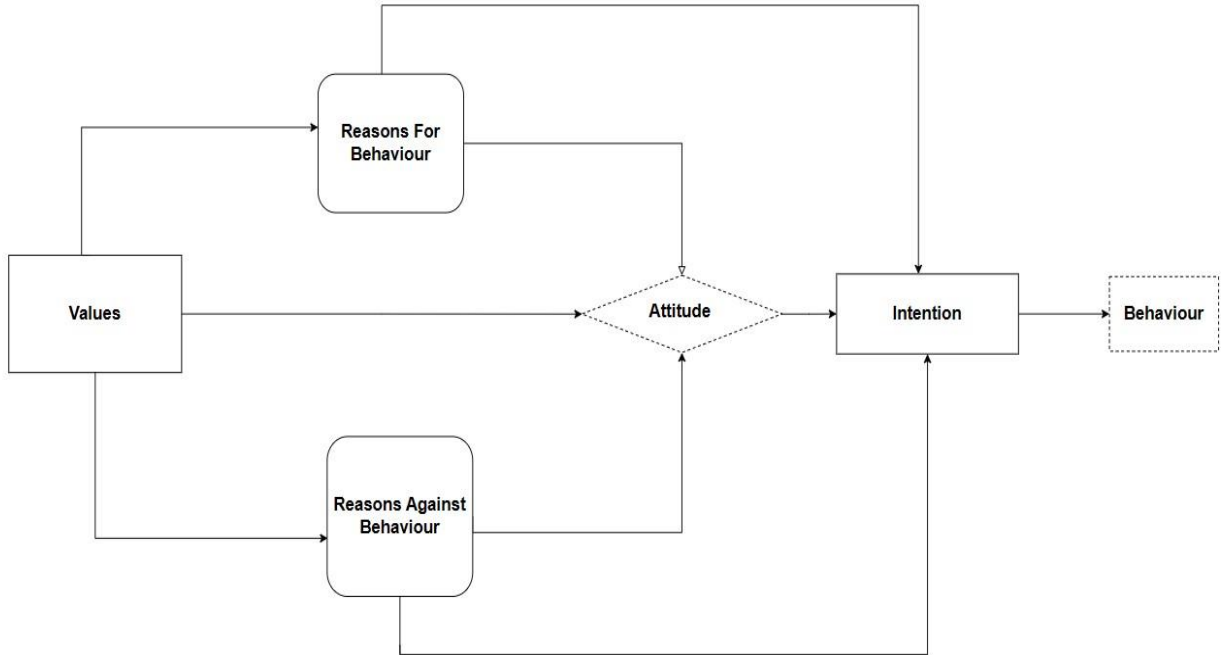


Figure 1: Behavioral Reasoning Theory

In addition, [Claudy et al. \(2015\)](#) noted that convenience and flexibility were factors supporting adoption while availability and safety were factors opposing it in the context of a service innovation (vehicle sharing) when using this approach. Similarly, BRT was used to clarify leadership decision-making, and it was found that there were more than just logical contradictions between "reasons for" and "reasons against" hiring teenagers([A. Gupta & Arora, 2017](#)). The numerous antecedents shown in Table 1 were examined in the studies that are now available under BRT perspectives in various business fields. It offers information that helps academics, marketers, and politicians comprehend behavior and sway it in the direction of desired results.

Table 1: A Comprehensive Summary of BRT Literature

Context of the paper	Authors	Variables Examined	Findings	Contributions
Faculty Multimedia Content Intention Analysis.	<a href="#">Widiartha and Afwani (2023)</a>	<ul style="list-style-type: none"> <li>- The intention of professors to produce multimedia content is most influenced by incentives.</li> <li>- Policies that mandate the creation of multimedia content by professors are the least effective.</li> </ul>	<ul style="list-style-type: none"> <li>- Pressuring professors to generate multimedia content has the least positive impact.</li> <li>-Incentives influence multimedia content creation the most.</li> </ul>	<ul style="list-style-type: none"> <li>-To measure user behavior, the paper contributes by applying behavioral reasoning theory.</li> <li>- The incentives have the biggest impact on educators' plans to produce multimedia content.</li> </ul>
A framework for hospitality and tourism staff to establish sustainable behaviors using planned behavior, morals, emotions, and behavioral logic.	<a href="#">B. Meng, Lee, Chua, and Han (2022)</a>	<ul style="list-style-type: none"> <li>- Reasons for sustainable behavior and</li> <li>- Reasons against sustainable behavior predict global motives.</li> </ul>	<ul style="list-style-type: none"> <li>- The study framework forecasts behavioral intention and global motives.</li> <li>- The proposed linkages were largely confirmed, providing a foundation for modeling sustainable behavior.</li> </ul>	<ul style="list-style-type: none"> <li>- Identifying the influences of moral, emotional, and motivational processes on sustainable behavior</li> <li>- Developing an integrated framework for comprehending sustainable workplace behaviors among employees</li> </ul>
Behavioral reasoning theory and South African women's evolving apparel-shopping behavior during COVID-19	<a href="#">Kempen and Tobias-Mamina (2022)</a>	<ul style="list-style-type: none"> <li>- Movement limitations, reduced necessity, poor appearance control, and COVID-19 anxiety are among the reasons why fewer people bought</li> </ul>	<ul style="list-style-type: none"> <li>- In South Africa, the COVID-19 outbreak decreased clothing sales.</li> <li>- Customers during the COVID-19 lockout.</li> </ul>	<ul style="list-style-type: none"> <li>- Explains why consumers shopped less for apparel during COVID-19.</li> <li>- Suggests implementation of omnichannel strategies for future crises or pandemic conditions.</li> </ul>

Recognizing the reasons behind and obstacles faced by users while implementing healthcare apps: a dual-method strategy utilizing behavioral reasoning theory

[Yadav, Giri, and Chatterjee \(2022\)](#)

clothing during the pandemic.  
- Reasons against less apparel shopping during COVID-19: N/A  
- Attitude and intention have a positive correlation with the reasons for (RF).  
- There was no discernible correlation between the reasons against (RA) and the aim.

adopted different shopping techniques.

- Users' perceptions of healthcare apps are greatly influenced by their social and personal beliefs.  
- Relative benefit, trialability, compatibility, and observability are some of the elements that contribute to the adoption of healthcare apps.

- Determined the factors that encourage and hinder the use of healthcare apps in developing countries.  
- Users' perceptions of healthcare apps were strongly influenced by their social and personal values.

Using theory-based models to study diabetes technology adoption intentions: Hypoglycemia self-management.

[Leyer, Iloska, and Getzkow \(2022\)](#)

-Reasons for the intended behavior have a significant effect on adoption.  
- Reasons against the behavior do not affect adoption.

- Behavioral reasoning theory helps analyze and identify reasons for intended behavior. - Social norms have a significant effect on the intention to adopt new systems.

- This paper explains how a theory-based model can be utilized to assist in the investigation of user intents during the early stages of product development development.  
-The social norms have a substantial impact on the intention to embrace new

The integration of the industry 4.0 evidence in the expanding economy: a behavioral reasoning theory approach

[Virmani, Sharma, Kumar, and Luthra \(2023\)](#)

- Reasons for (RF) are positively related to attitude and intention.
- Reasons against (RA) did not show any significant relationship with intention.

- Attitude and intention have a favorable correlation with reasons for (RF).
- There was no discernible correlation found between the reasons against (RA) and the aim.

systems, and this influence is significant.

- The paper provides a holistic approach to analyzing behavioral patterns towards Industry 4.0 adoption.
- The research delivers insights to industrialists, entrepreneurs, management, and policymakers.

Behavioral Reasoning Theory-Based Consumers' Purchase Intention of Suboptimal Food: A Strategy to Reduce Food Waste

[Tufail et al. \(2022\)](#)

- Reasons for alluding to facilitators or motivators that elicit positive opinions.
- Reasons against allude to obstacles or resistance that elicit unfavorable opinions.

- A customer's attitude and purchasing intention are favorably correlated.
- Reasons against (poor quality and unsightly look) have a negative correlation with the attitude and intention of consumers to make a purchase.

- A favorable correlation exists between buying intention and attitude.
- The impact of values on justifications and perspectives regarding inadequate nutrition.

Drivers of Mobile Payment Services Adoption: A Behavioral Reasoning Theory Perspective

[Mobarak, Dakrory, Elstouhy, Ghonim, and Khashan \(2022\)](#)

- "The "reasons for" and "reasons against" have an impact on one's mindset and intention to stick with using mobile payment services.
- Reasons against continuity intention include image obstacles, anxiety, skepticism, and perceived time risk; reasons for continuance intention include relative advantage, mobility, gamification, and service quality.

- " the influence of "reasons for" and "reasons against" on consumers' intentions to continue using and recommending mobile payment services to others.
- Customers' intents to stay loyal to a firm are influenced by a variety of factors, such as perceived time risk, anxiety, skepticism, mobility, gamification, and relative advantage.

- Examines the impact of "reasons for" and "reasons against" on consumers' plans to stick with mobile payment services and to recommend them to others.
- Determines what influences customers' intentions to stick with a business, including relative advantage, mobility, gamification, service quality, image hurdles, anxiety, skepticism, and perceived time risk.

A behavioral reasoning theory perspective on managerial cognition and environmental behavioral goals.

[Bhatt and Ghuman \(2022\)](#)

- The self-enhancement values (SEV) of managers are favorably correlated with their justifications for energy-saving measures.

- Managers' positions on energy-saving strategies reflect their attitudes.
- Values and energy-saving attitudes are mediated by reasoning.

- Investigates the connection between environmental behavioral goals and managers' thought processes.
- Defines reasoning's function as a mediator in the expression of values.

## **2.4 Organizational employees' adoption/resistance to AI assistants' services under behavioral reasoning theory perspective.**

[A. K. Sahu et al. \(2020\)](#) state that the research on the acceptance of new technology for neglecting to take into account the limits of consumers. Opposition has led to the failure of groundbreaking inventions and products. According to [Antioco and Kleijnen \(2010\)](#), it is recommended that researchers focus on examining the obstacles that hinder users from adopting technology, rather than solely looking at the factors that promote adoption ([Antioco & Kleijnen, 2010](#)). Researchers have conflicting opinions due to technology limitations. Several studies by [Brachten, Kissmer, and Stieglitz \(2021\)](#); [Rietz, Benke, and Maedche \(2019\)](#) have investigated the acceptance of technology and obstacles to the adoption of artificial intelligence assistants in the corporate sector. Only a limited number of research incorporate these characteristics ([Dhir, Sadiq, Talwar, Sakashita, & Kaur, 2021](#)). BRT enables scholars to analyze the pros and cons of technological acceptability. The conventional adoption models analyze the factors that contribute to the acceptance of novel and innovative technologies ([Claudy et al., 2015](#)). An aspect that sets BRT apart from other adoption methods is the following. Innovation adoption and resistance may have a correlation, as suggested by [Antioco and Kleijnen \(2010\)](#) [Claudy et al. \(2015\)](#) and [P. Sahu \(2020\)](#) suggest that employees' adoption of innovation can be understood by examining its advantages and disadvantages. According to [Westaby \(2005\)](#) and [P. Sahu \(2020\)](#), the BRT enables academics and practitioners to evaluate arguments supporting and opposing user behavior connected to innovation. [A. K. Sahu et al. \(2020\)](#) study demonstrates that BRT enables researchers to assess the benefits and drawbacks of a given situation and evaluate how these aspects influence user intentions. This is achieved through the application of a specialized decision-making framework.

## **2.5 Reasons for and against organizational employees' adoption (or resistance) of AI assistants' services**

User resistance to innovation may be a conscious choice that signals a negative reaction to expectations of status quo changes, happiness disruptions, or belief system conflicts. A purposeful choice to oppose innovation suggests a negative attitude to expected status quo changes. According

to [Huang, Jin, and Coghlan \(2021\)](#), studies on user adoption typically show a positive tendency toward change, presuming that users are open to change and new goods. The most significant attitude markers, according to Kaur et al.'s 2020 analysis, are reasons. The literature on resistance to innovation is also expanding in the following areas: social media ([Chen & Kuo, 2017](#)), mobile and internet banking([Inder, Sood, & Grima, 2022](#)), retail smart technology ([Roy, Balaji, & Nguyen, 2020](#)), online shopping ([Nel & Boshoff, 2019](#)), and car sharing. A strong argument for or against a behavior helps people rationalize it ([Tandon, Dhir, Kaur, Kushwah, & Salo, 2020](#)). This makes reasoning theories crucial. Additionally, this activates variables related to behavior intention. Early literature depicts reasons as adoption facilitators and resistance inhibitors([Westaby, 2005](#)). BRT divides reasoning into pro- and anti-subdimensions. Both subdimensions are depicted similarly. The BRT lens is used to examine organizational employees' usage of artificial intelligence assistant services. This study intends to investigate the impact of positive and negative motivational factors on the acceptance or rejection of artificial intelligence assistant services by different level of employees of hotel.

### **3. Methodology**

We chose a representative and revelatory case for a complete qualitative study design. ([Elbardan, Kholeif, Elbardan, & Kholeif, 2017](#)). This was done with the consideration of the relatively new phenomena of artificial intelligence as it pertains to managerial settings. In-depth case studies that focus on a single example allow for a more in-depth assessment of the real-life phenomenon that is being investigated. This is especially true when the case design incorporates the collection of data from a variety of sources and levels ([Siggelkow, 2007](#)). This study collected and analyzed data from several hierarchical levels within the case organization through the use of interviews, observations, and focus group discussions.

#### **3.1 Sampling and Data collection:**

The exploratory nature of this study allowed us to analyze the phenomenon more deeply using a qualitative method ([Sobh & Perry, 2006](#)). The research objective is achieved by observations, focus groups, and one-on-one interviews with study participants. These data collection methods helped us build more comprehensive, objective thoughts and more reliable and valid findings ([Gikandi,](#)

[Morrow, & Davis, 2011](#)). The hospitality industry was investigated. The theoretical underpinning for interview guidelines was the TAM model. Before field data collection, these guidelines were created. The interview rules were pretested using a convenience sample to ensure their content was appropriate and cohesive ([Santiago & Castelo, 2020](#)). The observations followed a simple protocol based on interview questions and how individuals used the AI aides. The protocol was dual-purpose. The first benefit was that it allowed us to fully understand a situation by looking at it from the participant's perspective in the field. Additionally, it was used to enhance information from post-engagement interviews and focus groups. Field notes were taken during and after each observation, and discussions were filmed. Then, the researchers interviewed a predefined set of employees to learn more about their service experiences. Each interview lasted 20–25 minutes and was recorded. The questions included their acceptance of the AI assistants' service, including their reasons for and against its adoption in terms of functionality, humanness, social capacities, predisposition to embrace AI assistants, etc. This study used observation, focus groups, and interviews. Table 2 lists these methods.

Method	Purpose	Sample size.	Gender
Observation	To acquire a comprehensive comprehension of client behavior in a certain scenario by seeing them perform in that way	Senior leader 20	F(10), M(10)
	To supplement knowledge gleaned from focus groups and interviews that took place after the meeting		
Focus group	To obtain comprehensive insights into participants' experiences when engaging with an AI service assistant	Senior leader 20	F(10), M(10)
	To supplement information collected from the interviews and observations		
Interview	To gain an understanding of the participants' prior experiences	HR Leader 10 &	F(5), M(5)
		Employee 20	F(10), M(10)



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To obtain comprehensive insights on participants' interactions with an AI assistant, including their perspectives on the functionality, human-like qualities, and social capabilities of the AI assistant.

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To add to the information gathered from the focus groups and observations

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The following Table 1. reveals that a collective of fifty individuals from five distinct multinational hotels in Dhaka city took part in the interview, observational, and focus group phases of the study. The employees were evenly distributed among male and female participants. Twenty of the employees were senior leaders, while ten were HR leaders. The individuals' ages ranged from 35 to 65 years old, and they possessed an average of ten years of professional experience in their respective domains. Interviews were performed either in person or online, based on a mutually agreed upon time and location.

#### 4. Analysis and Findings

For our investigation, we utilized a comparative thematic analysis, which was complemented by the application of the automated content analysis software MAXQDA ([Ben Youssef, Leicht, & Marongiu, 2019](#); [Yu et al., 2022](#)). We did this to ensure a comprehensive investigation. The latest MAXQDA analytics pro-2024 (trial) software accelerates the processing of many qualitative data analysis methods. This field encompasses word cloud analysis, focus groups, case studies, and content analysis. To enhance our thematic analysis of customer responses, our study employed word clouds. 3416 terms were on the personnel interview forms; Figure 2 displays a word cloud with 29 words that appeared five or more times. We conducted a thorough manual thematic content analysis in addition to MAXQDA's word cloud analysis to better comprehend and display the interview responses. Figure 3 shows instances of our manual text analysis results. The discussions with respondents revealed varied motivations for and against implementing AI services, suggesting that each set is distinct. Adoption reasons and reasons against are the research findings. Our conclusions include "reasons against" and "reasons for" adoption. Perceived intelligence, anthropomorphism, personalization, interactivity, language difficulties, technological anxiety, poor infrastructure, and service failure recovery are some factors. Zhang et al., 2022; Ben Youssef et al., 2018.



Figure 2: Word Clod Analysis (Using: <https://www.maxqda.com/new-maxqda-24>)

#### 4.1. The causes behind the adoption of AI assistant services in the hospitality

##### 4.1.1 Personalization

The initial subtheme uncovered by our semi-automated content analysis unveiled the aspect of personalization. This issue pertains to the capacity to address the user's explicit inquiries and provide information tailored to the user's individual preferences and background. In the contemporary era of technology and workplaces characterized by innovation, employees anticipate communication that is tailored to their individual needs and preferences. AI assistants have facilitated the provision of individualized information to organizational stakeholders, including their targets, goals sheets, leaves, and health-related data ([Hakami et al., 2020](#); [Thomson et al., 2020](#)). Additionally, it offers immediate responses to employees and delivers feedback or performance assistance whenever needed by the workforce. Some organization managers said that

*“The AI assistants would solve my queries and provide suggestions as per my job requirement”*

*“The AI assistant would make me feel and experience like a special employee”*

##### 4.1.2 Interactivity

This sub-theme examines the organization employees' perception of their encounters with AI assistants in the hotel industry. [Ischen, Araujo, van Noort, Voorveld, and Smit \(2020\)](#) define interactivity as the perception of two-way communication and active control. Several hotel executives stated that

*“I have control over the AI agents while dealing with it.”*

*“AI assistants provide feedback and solutions to the issues and problems requested”*



Figure 3: Research framework of resource orchestration toward AI assistant adoption (Authors' compilation).

### 4.1.3 Perceived Anthropomorphism

Perceived anthropomorphism in AI assistants refers to the extent to which users attribute human-like qualities and characteristics to these digital entities. Anthropomorphism pertains to the attributes and actions of humans towards entities that are not human, such as AI and robots ([Yogeeswaran et al., 2016](#)). Organizational employees exhibit a favorable disposition towards AI assistants who possess human-like characteristics. Prior research has demonstrated that computers and AI systems possess human-like characteristics ([Złotowski, Proudfoot, Yogeeswaran, & Bartneck, 2015](#)). Consequently, employees stated;

*“AI agent who communicates with organizational employees at work have their minds”*

*“I feel that AI devices at the workplace are –inanimate: living and so cute!”*

### 4.1.4 Perceived intelligence

AI-powered hotel assistants offer personalized, real-time vacation planning. Assume Alexa and Siri help resolve travel reservations quickly by addressing itinerary planning and scheduling concerns if a hospitality service is given. Participants judged the speech, voice, and look of an artificial intelligence service robot or another person or object as intelligent in a previous study ([Yang, Liu, Lv, Ai, & Li, 2022](#)). Participants saw the experiment. This makes the artificial intelligence assistant highly acclaimed for its competence, efficiency, user-friendliness, and capacity to produce high-quality results. It is also praised for its quick resolution of client issues in a few encounters ([Bartneck, Kulić, Croft, & Zoghbi, 2009](#)). Because of this, we were able to learn from our conversations with organization employees, they stated;

*“Managers believe that AI services are accurate in travel schedule, the itinerary for customer”*

*“I feel AI assistants are responsible and provide the correct information”*

### 4.1.5 Perceived trust

Trust is how comfortable a consumer is doing business with a service provider ([S. Komiak, Wang, & Benbasat, 2005](#)). Consumer risk-taking is also considered trust ([Pavlou, 2003](#)). E-service provider trust is a key innovation study topic ([S. Y. Komiak & Benbasat, 2006](#)). Research on tourism technology demonstrates that behavioral intention to embrace self-service hotel technology is positively correlated with trust ([Kaushik, Agrawal, & Rahman, 2015](#)), smartphone apps ([A. Gupta,](#)

[Dogra, & George, 2018](#)), online travel purchases([Ponte, Carvajal-Trujillo, & Escobar-Rodríguez, 2015](#)), a live chat website([McLean, Osei-Frimpong, Wilson, & Pitardi, 2020](#)), and emerging tourism technologies. Managers thought that because;

*“I feel AI assistants in tourism for travel planning are trustworthy”*

*“We feel that the AI service assistants have the necessary ability to provide authentic travel plan service to our customers”*

#### **4.1.6 Perceived brand image**

The "perceived brand image" subtheme refers to how organization employees think adopting artificial intelligence would affect their firm's reputation and image. This viewpoint affects how they use AI at work. If artificial intelligence matches the company's beliefs, aims, and brand reputation, employees are more likely to trust, use, and support it. Positivity connects technology with brand integrity, which enhances employee engagement, dedication, and proactive participation in training and implementation, making it easier for the organization to adopt AI.

*“I am confident that integrating AI aligns with our company's values, enhancing our brand's image as an innovative and customer-focused organization”*

*“I'm convinced this will positively impact our brand image, motivating my proactive involvement in AI adoption within our workplace”*

## **4.2. The causes against the adoption of AI assistant services.**

### **4.2.1 Perceived risk**

This subtheme explores the potential for experiencing a negative outcome when using an electronic service to obtain a desired goal([McLean et al., 2020](#)). Due to the perceived risks, many employees are apprehensive about the implementation of AI services. Artificial intelligence assistant technologies possess the capability to mechanize their utilization, perhaps leading to job displacement, redundancy, or the emergence of novel organizational frameworks. There are apprehensions surrounding the process of acquiring additional skills when one feels ill-equipped or lacking the necessary ability to handle artificial intelligence. The personnel are also apprehensive about the reliability and accuracy of AI systems since they fear that their work may encompass flaws or biases. Their caution stems from ethical concerns around data disclosure and its potential for

misuse, as well as the risk of task loss and workplace disturbance. Consequently, several senior executives presumed that:

*“I feel risky to communicate with AI assistants as it will share my information with other employees or line managers”*

*“There is a high risk of sharing work-related and personal emotion-related information with the AI agent.”*

#### **4.2.2 Language Barrier**

Language barriers constitute significant impediments to effective communication when it comes to AI assistants([Tenzer, Pudelko, & Zellmer-Bruhn, 2021](#)). The authors suggest that difficulties develop as a result of restrictions in language understanding and expression, which impedes the exchange of information between users and AI systems. That’s why these language obstacles not only affect the clarity of communication but also contribute to misconceptions and a reduction in the efficiency with which tasks are carried out. From the perspective of the various task accomplishments, a few of the employees remarked that;

*“I find it challenging to communicate with an AI assistant by using English abbreviations and words which are commonly used in my company”*

*“I find that some customers feel difficulty in understanding the English accent of an AI assistant”*

#### **4.2.3 Technology Anxiety**

According to Lam et al. (2008) and Meuter et al. (2005), there is a correlation between technology anxiety and confusion over the utilization of technology about the activity that is to be carried out, which in turn decreases the willingness to adopt new technology([Kwangsawad & Jattamart, 2022](#); [F. Meng, Guo, Peng, Ye, & Lai, 2022](#)). Both consumers and the hotel staff may experience feelings of worry and fear related to the implementation of new technologies at times. The managers stated that because of this reason:

*“I realized that some customers and employees are feeling anxiety in handling AI assistants”*

*“I feel difficult to understand technology-related matters*

#### 4.2.4 Poor Infrastructure

Hoteliers in least-developed nations, such as Bangladesh, typically decline the implementation of artificial intelligence (AI) due to limitations in infrastructure and financial resources. The combination of slow internet speed and outdated gear presents a challenge for employees in utilizing AI tools. The persistence of skepticism and resistance stems from the impracticality of implementing AI due to budgetary constraints, which render the costly initial investment and ongoing maintenance fees unfeasible. Employees also oppose the use of these technologies because of the cost and scarcity of sophisticated AI resources and expertise. To overcome these hurdles and encourage the adoption of AI in the workplace, it is necessary to focus on strategic infrastructure development, allocate appropriate financial resources, and ensure equal access. That is why certain high-level executives voiced that.

*“With our restricted resources and infrastructure, I’m nervous about utilizing this technology.”*

*“I’m hesitant to rely on this technology when our workplace lacks the necessary space and resources.”*

#### 4.2.5 Service failure recovery

Organizational employees often reject using AI assistant services for service failure recovery for several reasons. A major concern is artificial intelligence's inability to provide the human touch and empathy needed in emotionally sensitive or complex circumstances ([Shank, Graves, Gott, Gamez, & Rodriguez, 2019](#)). They worry that AI's lack of emotional intelligence may make service failures more upsetting for users. An overreliance on artificial intelligence may inhibit the individualized, human interaction valued in service recovery and weaken brand loyalty. Artificial intelligence's inability to understand emotional indicators and make complex decisions may limit its ability to calm customers after service failures, raising questions about its suitability for sensitive customer interactions. Moreover, organizational employees are concerned that artificial intelligence cannot match human empathy, adaptability, and decision-making in service recovery circumstances ([Nguyen & Malik, 2022](#); [Xing, Song, Duan, & Mou, 2022](#)).

*“I think AI could assist in service recovery for routine issues, but it's crucial to retain human intervention for emotionally sensitive situations.”*

*“I’m skeptical about relying solely on AI for service recovery, especially in handling delicate customer interactions.”*



## 5. Discussions

We investigated if organizations' employees are willing to use artificial intelligence service assistants and found exciting conclusions that may be applied to practitioners and literature. This study uses BRT theory to make a conceptual model and examines how attitudes, arguments for and against employing AI assistants, and values affect AI assistant adoption. Additionally, it examines the relationship between reasoning (for and against) and subject matter intents. Personalization, engagement, perceived intelligence, anthropomorphism, and other variables were key "reasons for" in this study. In today's tech-driven workplaces, employees expect personalized communication. [Cheng and Jiang \(2020\)](#) found that AI-powered services give employees personalized information.

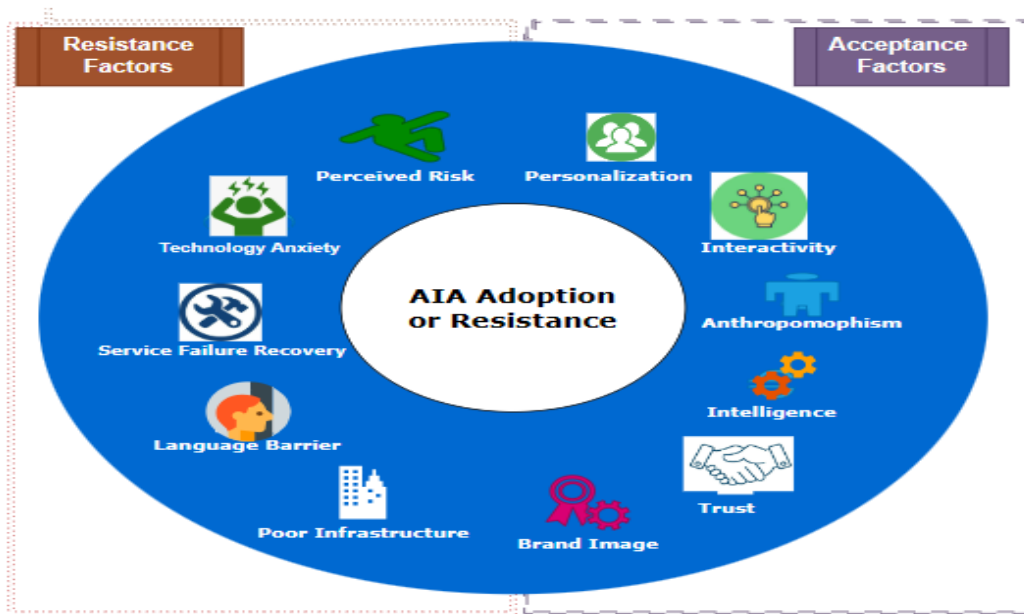


Figure 4: Key factors in AI assistant adoption (Compiled by authors using <https://app.diagrams.net/>)

Furthermore, the results indicate that the AI assistant effectively delivers customized amenities such as solving problems, mentoring, psychological and emotional assistance, advice on well-being, data on employee performance, and inquiries relating to human resources. The AI assistants known as Siri, Alexa, and Google Assistant are becoming increasingly popular due to their diverse range of service functions ([Hoy, 2018](#); [Natale, 2020](#)). Given the range of services offered by AI-powered



assistants, employees may develop a favorable disposition towards them. Figure 4 shows that personalization, interactivity, and perceived intelligence are the most important drivers.

Anthropomorphism was another important discovery. Managers mentioned they are looking for AI travel assistants. Thus, employees must perceive it as human-like. Management said customers sometimes think travel assistants are talking to them, and if they can't keep up with the artificial intelligence, they get irritated. Customers may complain to AI assistants about travel planning or travel issues([Chiang, 2022](#)). At that point, AI cannot comfort them. Customers may struggle to grasp chatbots' artificial neural networks (ANMs) because they're usually written in English. Managers also feel that AI assistant design must be humane to increase client acceptance. The ANM affects employees, according to managers.

Perceived trust is another subtheme that influences the adoption of AI services. This indicates that tourists believe AI services to be dependable, genuine, and trustworthy. Even frequent travelers acknowledge that AIA offers reliable travel itineraries. During the conversation, managers said that employees had a certain level of faith in the AI assistants. Several managers have asserted that the implementation of new technology improves the company's brand image. Brand reputation enhances consumer and employee loyalty, engagement, and dedication, thereby improving their attitude and perceived value ([Leckie, Nyadzayo, & Johnson, 2016](#))

Language barriers, perceived risk (Antiocho and Kleijnen, 2010; Yu et al., 2022), technology anxiety([Eißer, Torrini, & Böhm, 2020](#); [Pillai & Sivathanu, 2020](#)), and language barriers all negatively impact people's attitudes and intentions when it comes to adopting AI assistants. In light of the sharing of personal information about their performance, feelings, and health, employees are wary of the risks involved with using AI service agents, according to [Laumer, Maier, and Gubler \(2019\)](#). As a result, workers perceive a risk when sharing this information with superiors or fellow workers. That's why employees suffer from technology anxiety([Pillai & Sivathanu, 2020](#)). They worry that interacting with AI technology may result in mistakes and erroneous information or reactions. Furthermore, they hold the belief that once data is transmitted to the AI helpers, it is deemed irrevocable.

In addition, organizational employees believe that the language barrier is a significant obstacle to accepting AI assistants. The AI assistants mostly use the English language for communication, and possessing a normal NLP accent is crucial for effective communication. AIA encounters challenges in understanding employees' communication because of their distinct national accents. In addition, employees have reported that certain consumers struggle to comprehend the accent or English language utilized by AI assistants, resulting in a lack of understanding of the AI's responses.

Furthermore, a manager pointed out that in the case of Bangladesh, a least developed country, it is challenging to implement AI technology due to inadequate infrastructure and limited resources inside their firm. However, they are aware that by implementing this AI-powered technology, they will reap significant advantages. They raised another concern regarding the failure and recovery procedures of the AI service. They are concerned about the service failure and maintenance concerns as well. Consequently, the perception of risk, language barriers, and technical anxiety, as well as issues with infrastructure and service failure recovery, have a negative impact on attitudes towards AI assistants. These factors also deter employees from intending to embrace AI service assistants.

### **5.1 Theoretical implications**

The study described hotel industry challenges and its potential to advance service sector technology deployment research. The study examines employees' opinions and actions toward AI assistants to better understand why they adopt AI-based services. The research has major theoretical consequences. The outcomes indicate a better understanding of how inhibitors (pro and con) affect hotel personnel attitudes and plans for AI services.

This study adds to innovation diffusion research by investigating context-specific AIA adoption determinants rather than frequently used belief components. Arguments for and against innovations vary by type and adoption environment. People may have different ideas about new technologies and breakthroughs, but opinions don't always predict adoption ([Claudy et al., 2015](#)). This study supports BRT by showing how motives affect cognitive innovation processing.

Figure 4 shows the "reasons for" and "reasons against" adoption: personalization, perceived intelligence, anthropomorphism, interactivity, perceived trust, and perceived brand image, as well as perceived risk, language barriers, technology anxiety, inadequate infrastructure, and service recovery.

This study supports the uncanny valley hypothesis and human-AI assistant communication ([Wan & Jiang, 2023](#)) by facilitating adoption through individualized, anthropomorphic, intelligent, trustworthy, and interactive AIA interaction. This study uses behavior reasoning to give variables for installing AI assistants, adding to the literature, and incorporating AI technology into the workplace. It also greatly impacts organizational automation and digitalization literature.

## 5.2 Implications for Practice

The study discusses the pros and cons of organizational employees adopting AI assistance. It also shows how values and attitudes affect AI assistant adoption. The following areas examine the research's practice implications: This study illuminates how employees and HR managers co-design AI-based service breakthroughs. Before establishing and implementing AIA, HR managers must understand technology and employee expectations. AIA's services should also be known by HR managers. For implementation, HR managers should analyze the research's findings and understand the factors that affect employees' adoption of AI assistance.

Senior managers must learn AI and data science to ensure organizational digitalization. Managers must communicate AI-based technology expectations to technical AI designers and developers. AI service assistants can be customized in other languages to overcome the English accent.

Marketers understand adoption pros and cons. Marketers must also ensure data security for firms so employees feel comfortable sharing information with AI assistants. Finally, marketers can train managers and staff to accept chatbots at work. Authorities can also adopt staff data security policies to reduce risk. Employee emotional problem privacy should be protected. The research can help HR managers and other leaders use AI-based technology and digitize processes. This is because most research focuses on acceptance variables and less on consumer context ([Ashfaq, Yun, Yu, & Loureiro, 2020](#); [Aslam, Siddiqui, Arif, & Farhat, 2022](#)). People may have different opinions about

the new technology or innovation's characteristics or applications, but these beliefs may not predict whether they will reject or adopt it (Claudy et al., 2015). This study supports the BRT by showing how reasons affect innovation acceptance cognitive processing. This analysis also highlights some important factors related to Bangladesh, the world's least developed nation. These include the language barrier, poor infrastructure, and incapacity to recover from service failures. These insights may also help practitioners develop and implement effective strategies for implementing these technologies, particularly in relation to organizational digitalization.

### **5.3 Limitations and Future Research Directions**

The results of this study illustrate the adoption of artificial intelligence assistants by unpacking the rationales both in favor of and against their utilization. This study is a cross-sectional investigation that is carried out within certain, limited industrial sectors. To the installation of artificial intelligence service assistants and their impact on employee engagement, employee retention, and employee satisfaction, as well as consumer continuous usage intention and AI service failure recovery, additional study might be conducted. In addition, to broaden the scope of the academic discussion in this area, it is feasible to undertake a comparative analysis of studies conducted among diverse cultural and geographical categories. Additionally, the assistants that are powered by AI contribute to the enhancement of the mental and physical well-being of the staff members. In this particular field, there is a significant amount of room for additional longitudinal research.

## **6. Conclusions**

In actuality, this is the first attempt to examine the "reasons for" and "reasons against" employees implementing AI assistants from the perspective of behavioral reasoning. Thus, this study is cross-sectional and limited in its geographic scope because its primary focus is on workers in Bangladesh's hotel industry. This study presents the empirical testing of the BRT. The findings indicate that the "reasons against" include perceived risk, language barriers, technological anxiety, inadequate infrastructure, and service failure recovery; on the other hand, the "reasons for" include personalization, interactivity, perceived intelligence, perceived trust, perceived anthropomorphism, and perceived brand image. The explanations for both the positive correlation and lack of negative

correlation between the employees' attitude and adoption intention. Employee acceptance of the technology is shed light on by this outstanding study, which provides "reasons for" and "reasons against" the use of AI service assistants. By researching the factors that influence the adoption and rejection of these technologies, we can better understand how AI-powered solutions might be utilized to improve employee satisfaction, increase efficiency, and foster ethical innovation in the hotel industry. This research truly attempts to investigate the variables that impact the hotel industry's acceptance of artificial intelligence assistants as well as their resistance to their application. We can enhance staff attitudes and mindsets, as well as responsible innovation and quality in the hotel business, by comprehending how these new technologies can be utilized.

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## Appendix:

### Interview Questions

The interviews with participants were performed in accordance with the instructions shown in the table follows.

1. In your view, what impressions do you hold regarding the role of AI assistants within the hotel industry?	2. Could you share any insights or personal encounters you've had while engaging with AI assistants in hospitality settings?
3. What factors do you think to influence people to embrace AI assistants in the hotel industry?	4. Are there any particular concerns or reservations you have regarding the use of AI assistants in hospitality service in hotel industry, and if so, what are they?