



THE FUTURE OF HR IN HOSPITALITY: TECHNOLOGY-DRIVEN HRM PRACTICES¹

Dušan Mandić*,

[0000-0001-7849-5021]

Dejan Ječmenica,

[0009-0002-5729-3732]

Nataša Stanišić

[0000-0001-9487-8225]

Singidunum University,

Belgrade, Serbia

Abstract:

HR has a crucial role in creating and implementing plans to attract, retain, and motivate staff in the highly competitive hotel industry. HR sector is facing labor challenges, including high turnover rates and a shortage of skilled workers. To overcome these obstacles, they need to develop creative strategies that boost both employee engagement and productivity. By optimizing hiring procedures, increasing retention, and personalizing career progression, technology-based HR strategies—such as AI-enhanced recruitment, gamified training, predictive analytics, and digital wellness programs—are revolutionizing workforce management.

Predictive analytics enables HR professionals to identify potential departing employees and implement targeted retention strategies, while virtual reality (VR) onboarding and AI-powered performance monitoring enhance the efficacy of training. However, despite these benefits, there are still challenges that must be resolved, such as data privacy concerns, employee resistance to digital adoption, and high initial expenses. Through the effective integration of data-driven technologies and human-centered approaches, hotels may assure long-term success in a rapidly evolving business, increase employee productivity, and improve guest satisfaction.

Keywords:

hospitality industry, human resource management (HRM), technology integration, employee engagement, artificial intelligence (AI) in HR.

JEL Classification:

M54, O15, Z320

INTRODUCTION

To gain a competitive advantage in today's market, it is crucial to offer guests something unique that sets you apart and exceeds their expectations. At least one additional competitive edge should be vital: for example, a prime location, competitive pricing, modern technology, or offering a product or service not easily replicable by others in the same business. In an era where differentiation is key, the quality of services and the competence of human resources—particularly skilled personnel—emerge as paramount factors in influencing tourists' choice of accommodation.

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However, securing a prime location is not always feasible; lowering prices is a common strategy used by hotel businesses to cover costs during the off-season. Technology quickly develops and is accessible to almost all modern hotel companies, while the amenities offered by hotels are well-known and rarely differ. This leads us to two very important factors that can significantly influence tourists' choice of accommodation: the quality of services (products) and human resources, specifically skilled personnel, without whom quality would not be possible.

Today's tourism and hotel industry is more demanding than ever: attracting, retaining, and developing employees in various positions has become a crucial challenge for every company. Addressing these challenges requires a strategic approach to human resource management that emphasizes adaptability and innovation. As noted by Seočanac (2025), "Industry 4.0 technologies, including artificial intelligence, robots and the Internet of Things (IoT), have fundamentally reshaped human resource management (HRM)", and their integration "has the potential to increase employee engagement and operational efficiency." This view supports a rapidly evolving research area highlighting how digital transformation drives new, smarter approaches to HR in tourism and hospitality sectors.

Incorporating technology with HR practices within hotel management tends to positively impact productivity. This e-HRM automation tends to automate all the routine HR activities of a certain organization, including those related to the employee payment process and benefit administration, and record-keeping, leading to better utilization of professionals in different strata of an organization and focusing on strategic activities (Marler & Fisher, 2013). This automation reduces errors, speeds up processes, and makes sure the company follows all required laws and regulations, which collectively enhances operational efficiency (Bondarouk *et al.*, 2017).

Artificial Intelligence (AI) and data analytics are also transforming talent management. Through AI, very large sets of data can be analyzed to detect patterns for future trends in employee performance and turnover. For example, predictive analytics can help HR managers identify employees at risk of leaving and implement targeted retention strategies (Basnet, 2024).

Technology promotes employee engagement and communication. HR mobile applications allow employees to access the services of HR at any time and from any place to optimize convenience and satisfaction. Chatbots and virtual assistants provide employees with instant help and information, minimizing response time while enhancing overall experience for employees (Ivanov & Webster, 2017). Real-time feedback systems enable continuous performance management, allowing managers to provide timely recognition and address issues promptly (Bondarouk *et al.*, 2017).

E-learning platforms with flexible, personalized training and VR simulations are proven to enhance knowledge application and retention, thus translating to increased employee engagement and reduced turnover rates (Kim *et al.*, 2019; Tracey & Hinkin, 2008). Training programs also increase employee engagement and loyalty (Tracey & Hinkin, 2008). Training and development are critical aspects of human resources management in the hotel industry. Effective training programs enhance employee skills, knowledge, and performance, directly impacting service quality and guest satisfaction. Technology platforms also facilitate personalized learning and development programs, ensuring that employees receive training that fits their specific needs and career aspirations (Kim *et al.*, 2019).

Regular feedback and goal setting aligned with organizational objectives are shown to improve productivity and service quality, with data analytics enhancing the precision of performance tracking and training needs identification (Chen *et al.*, 2011; Vrontis *et al.*, 2023). Furthermore, recognition programs and career development opportunities encourage higher job satisfaction and retention, while technology-driven engagement platforms enable real-time feedback, further boosting motivation (Murphy, 2003; Stone *et al.*, 2015).



To address work-life balance challenges, many hotel companies are adopting various strategies: they offer employees favorable working hours, on-site childcare services, and allow remote working for a section of administrative activities. In addition, building a strong, supportive work culture where employees feel appreciated and understood can also be beneficial (Fan, 2011; Gragnano *et al.*, 2020; Gruman & Saks, 2011). Work-life balance is a critical issue for hotel workers due to the demanding nature of their jobs, which often involve long hours and irregular schedules. All these have a huge impact on their personal life and well-being. Studies have shown that achieving a work-life balance among hotel employees has great potential to bring increased job satisfaction and organizational commitment. In conclusion, performance management practices yield employee engagement, productivity, and retention for effective results in a successful hospitality industry.

Looking ahead, the implementation of AI and automation in HR processes is only going to increase. Predictive analytics enables HR managers to anticipate workforce trends and timely tackle potential retention issues (Vrontis *et al.*, 2023). The hospitality industry is also examining remote and hybrid work models, particularly for administrative positions, which promote enhanced flexibility and better work-life balance (Gragnano *et al.*, 2020).

Another important emphasis is on the mental health and well-being of employees. With burnout levels still elevated in the hospitality sector, innovative hotel chains are incorporating mental health support applications and wellness initiatives into their HR approaches. Research shows that hotels that prioritize employee well-being experience a 20% boost in staff retention and job satisfaction (Ghani *et al.*, 2022).

RESEARCH METHODOLOGY

This paper explores the evolving role of human resource management (HRM) in the hospitality industry, with a particular focus on how technology is reshaping traditional HR practices. A literature review methodology was applied to synthesize findings from academic research and industry reports related to recruitment, training and development, employee engagement, performance management, and retention. The aim is to provide a comprehensive overview of how digital tools and data-driven strategies are influencing HRM outcomes such as employee productivity, satisfaction, and organizational performance. These insights highlight the strategic importance of integrated HRM approaches in addressing the unique challenges of the hospitality sector. Recent meta-analyses further support this perspective, showing that academic interest in hospitality automation has gradually shifted from enthusiasm for innovation to a more critical examination of its effects on workforce stability, guest experience, and data privacy. As noted by Mandić *et al.* (2024), the sector is increasingly focused on finding a balance between operational efficiency and maintaining a human-centered service culture. With the infusion of AI and machine learning, hiring becomes more efficient in terms of outreach and quality of hires, leading to lowered turnover and greater job satisfaction (Sivathanu & Pillai, 2018; Davidson & Wang, 2011). In the context of recruitment, technology expands the reach and efficiency of hiring processes. E-recruitment platforms enable hotels to attract a global talent pool, streamline application processes, and utilize AI to screen and shortlist candidates, thus speeding up hiring and improving the quality of hires.



The desk research helps to understand the dynamics influencing HR practices within the hospitality industry, associated with problems like high turnover, maintaining service quality, and technological changes. Considering this, the review is intended to identify these issues and recommend evidence-based solutions to human resource practitioners. Key peer-reviewed journal articles, books, and industry reports were selected to explore themes such as recruitment, training, performance management, employee engagement, and technology integration. The objective is to provide an extensive review that gives a summary and identification of areas that have not been researched yet.

The greatest advantage of literature reviews is that they combine insights from multiple studies, providing a multifaceted view of the topic. This is very applicable in the hospitality industry, where significant variation exists in practice and the outcomes. However, the methodology lacks the capacity to bring out empirical findings on specific organizations or situations. This will indicate general trends and best practices, but the findings cannot be directly applicable to all settings. Hence, hotel managers and HR professionals are advised to carry out their own data collection and analysis with a view to shaping strategies in accordance with their specific needs.

TECHNOLOGY INTEGRATION IN HRM PROCESSES

Productivity is crucial in the hotel industry as it directly impacts operational efficiency, service quality, and overall profitability. The high level of productivity will help hotels control their labor costs while still maintaining the standards of service so important for customer satisfaction and retention. This is particularly important because labor costs are projected to account for one-third of total hotel revenue by 2024 (STR, 2024). By efficiently managing their human resources and operations, hotels can consistently meet customer expectations, strengthening their competitive edge (Kleefstra *et al.*, 2020; Simpao, 2018).

For a hotel, it is always more profitable to retain existing guests than to attract new ones. Guests are the ones who generate revenue for the hotel, without whom the hotel business could not exist. Considering that today's guests are more educated, experienced, and demanding, with expectations much higher than in previous times, we conclude that the key to success lies in effective human resource management, which will later reflect their overall performance.

In the hospitality sector, productivity is not just about the quantity of output but also about the quality of service provided. While many hotels are embracing automation in transactional tasks such as self-check-in and payment processing, it is important to recognize that guests still place high value on human interaction when it comes to personalized services. Recent studies indicate that concierge assistance, housekeeping, and other high-touch experiences remain areas where technology cannot fully replace the human element (Mandić & Savić, 2024). High productivity helps in optimizing workforce deployment, ensuring that each employee contributes effectively to guest satisfaction (Biel & Reynolds, 2007). Because of this, schedules are created to determine how many employees are needed for different shifts and roles. They also track how long it takes to complete tasks like checking guests in and out, cleaning rooms, and other duties. This helps measure how well employees are performing. As a result, improved performance can lead to increased guest loyalty and positive reviews, which are critical for a hotel's reputation and long-term success (Zhang, 2022).



Hotel staff face various challenges that significantly impact their productivity. The most important issue is staff shortage, which reflects service delivery, poses operational challenges, and puts an extra strain on the retained staff. This strain often results in burnout, lower morale, and ultimately higher staff turnover rates (Salama *et al.*, 2022). The labor shortage became even more severe following the emergence of the COVID-19 pandemic (Baum *et al.*, 2020). This has resulted in a lack of employees in the hotel industry due to distrust, retraining to other jobs, and the continuous rise of hospitality businesses (Filimonau *et al.*, 2020). The third problem is the high turnover rate among hotels, where employees leave because of poor relations with their superiors, a lack of career growth, and job insecurity. They contribute to employees looking for other jobs, leading to ongoing turnover and reduced productivity (Codling *et al.*, 2022).

To address these issues, hotels are increasingly turning to technological solutions to enhance HR processes, improve workforce efficiency, and create a more attractive workplace for employees. Artificial intelligence (AI), digital innovations, and employee well-being initiatives are shaping the future of HR in hospitality. AI-powered HR analytics are being used to optimize recruitment, training, and performance management, while predictive analytics help HR professionals identify employees at risk of leaving and implement targeted retention strategies (Vrontis *et al.*, 2023). To increase employee engagement and operational efficiency, Marriott International has started an extensive redesign of its Human Resources (HR) systems. Collaborating with Accenture, Marriott aimed to streamline its intricate HR infrastructure, which had become a complex network of multiple vendors, posing challenges in global operations across diverse regulatory environments. In order to improve the employee experience across Marriott's 31 brands in 139 countries, the partnership aimed to create a unified HR solution (Hesse *et al.*, 2025).

Another major trend is using gamification to boost employee engagement, integrating game-like elements into training and daily operations to increase motivation. Studies show that gamified learning improves training outcomes and job satisfaction by up to 30% (Birtek *et al.*, 2022). Additionally, virtual reality (VR) training simulations are becoming more common for onboarding and skill development, allowing new hires to interactively engage with hotel operations before starting their roles (Gifledder, 2023).

Beyond employee training and engagement, sustainability and corporate social responsibility (CSR) initiatives are also getting more attention in HR management. Hotels that incorporate eco-friendly policies and social responsibility programs tend to experience higher employee satisfaction and stronger alignment with organizational values (Dahlsrud, 2021; Kim *et al.*, 2021).

Given these technological advancements, Table 1 provides an overview of key HR phases in the hotel industry, the corresponding technology solutions, and their advantages and challenges. It illustrates how hotels are leveraging AI, automation, predictive analytics, and other digital tools to optimize workforce management and enhance employee productivity.

**Table 1.** Technology Integration in Hotel HR Management

HR Phase	Technology Solutions	Advantages	Disadvantages
1. Recruitment & Selection	- AI-Powered Job Portals (e.g., Marriott's AI-based recruitment)	- Automates candidate screening and ranking. - Reduces bias in hiring decisions. - Speeds up the hiring process.	- AI algorithms may eliminate good candidates. - High implementation costs for smaller hotels.
	- Chatbots for Pre-Screening	- Provides instant responses to applicants. - Enhances candidate experience.	- Limited ability to assess soft skills. - May create an impersonal recruitment process.
	- Video Interviewing Platforms (e.g., HireVue, Spark Hire)	- Allows remote hiring and wider talent reach. - Reduces time-to-hire.	- Candidates may struggle with technical issues. - Lacks personal interaction.
2. Onboarding	- Digital Onboarding Platforms (e.g., BambooHR, WorkBright)	- Streamlines paperwork and compliance. - Ensures consistent onboarding across multiple locations.	- Impersonal experience for new hires. - Initial resistance from employees unfamiliar with tech.
	- Virtual Reality (VR) Onboarding (e.g., Hilton's VR training)	- Provides immersive, hands-on experience. - Helps employees understand guest interactions better.	- High costs for VR equipment and content creation. - Limited applicability for non-guest-facing roles.
	- E-Learning & Mobile Training Apps (e.g., Marriott Digital Learning, Accor Academy)	- Flexible learning anytime, anywhere. - Reduces training costs. - Standardizes training materials.	- Employees may lack motivation for self-paced learning. - Requires consistent content updates.
3. Training & Development	- VR & AR Training for Service Roles (e.g., Hilton's VR simulations for front-desk staff)	- Enhances real-world experience in a risk-free setting. - Reduces training time while improving retention.	- Expensive initial investment. - Needs continuous software updates.
	- Gamified Learning Platforms (e.g., Kahoot!, Axonify)	- Increases employee engagement in training. - Encourages knowledge retention.	- May not be suitable for all job roles. - Overuse can trivialize important learning topics.
4. Performance Management	- AI-Based Performance Tracking (e.g., Hilton's AI-driven feedback system)	- Offers real-time feedback on employee performance. - Identifies skill gaps and training needs.	- Employees may feel micromanaged. - Privacy concerns with constant monitoring.
	- 360-Degree Feedback Systems (e.g., CultureAmp, Qualtrics)	- Provides comprehensive employee performance insights. - Encourages self-improvement and growth.	- Can be biased based on interpersonal relationships. - Requires a feedback culture to be effective.



HR Phase	Technology Solutions	Advantages	Disadvantages
5. Employee Engagement	- AI-Powered Employee Sentiment Analysis (e.g., Glint, Qualtrics)	- Identifies dissatisfaction trends early. - Helps prevent turnover.	- Data accuracy depends on employee participation. - May not capture specific employee concerns.
	- Gamification & Rewards Platforms (e.g., Bonusly, Kudos)	- Increases motivation through incentives. - Encourages teamwork and friendly competition.	- Can create unhealthy competition. - Requires a balance between extrinsic and intrinsic motivation.
	- Work-Life Balance Apps (e.g., Marriott's "Take-Care" program, Virgin Pulse)	- Helps manage stress and improve well-being. - Offers personalized wellness programs.	- Employees may feel hesitant to share personal health data. - Requires employer commitment for effectiveness.
6. Employee Well-Being	- AI Chatbots for Employee Assistance (e.g., Woebot, IBM Watson)	- Provides mental health and HR support 24/7. - Reduces the workload of HR teams.	- Lacks human empathy in sensitive situations. - Limited scope of assistance.
	- Predictive Analytics for Turnover Prevention (e.g., ADP Workforce Now, People Analytics)	- Identifies employees at risk of leaving. - Helps HR act early to keep employees from leaving.	- Models are only as good as the data inputted. - Some employees may feel uncomfortable with predictive tracking.
7. Employee Retention	- AI-Based Career Pathing Platforms (e.g., Eightfold AI, Fuel50)	- Helps employees visualize growth opportunities. - Encourages long-term career planning.	- May not be fully embraced by employees resistant to AI career planning. - Requires ongoing data maintenance.
	- Digital Exit Interview Tools (e.g., Qualtrics, SurveyMonkey)	- Collects structured feedback on employee experience. - Identifies patterns in resignations.	- Employees may not provide honest feedback if they feel uncomfortable. - HR may struggle with interpreting qualitative data.
8. Offboarding	- AI-Driven Knowledge Transfer Systems (e.g., Starmind, Guru)	- Ensures smooth transition of knowledge to new hires. - Retains institutional knowledge even after employees leave.	- Requires proactive participation from departing employees. - Not all knowledge can be easily documented.

Source: Authors' analysis



RECRUITMENT AND SELECTION

Effective recruitment and selection processes are fundamental to attracting talented individuals. According to Baum (Davidson & Wang, 2011), strategic recruitment ensures that hotels hire individuals who fit the organizational culture and possess the necessary skills. Additionally, Jiang *et al.* (2012) found that proper selection processes reduce turnover and improve job satisfaction. By aligning recruitment with organizational needs, hotels can create a more stable and satisfied workforce.

The incorporation of technology in the hotel industry's recruitment process has greatly improved efficiency and productivity. Sophisticated advancements like artificial intelligence (AI) and machine learning (ML) streamline numerous repetitive tasks like screening resumes, arranging interviews, and addressing candidate queries. This enables HR professionals to concentrate on strategic recruitment elements like enhancing candidate experience and building relationships with potential hires (Sivathanu & Pillai, 2018). For example, AI-powered recruitment tools can analyze large volumes of resumes and match candidates to job openings based on their skills and experiences, thereby speeding up the hiring process. Furthermore, digital platforms and social media allow recruiters to access a wider and more varied group of candidates, increasing the chances of finding the best person for the job (Caccavale, 2023). Instant messaging systems further streamline communication between recruiters and candidates, ensuring quicker responses and reducing time-to-hire (Croissy, 2023). Moreover, video interviewing technologies have become essential, allowing recruiters to conduct interviews remotely, which is particularly beneficial in the hospitality industry, where flexibility is key. These technologies not only save time but also reduce recruitment costs and expand the geographic reach of the recruitment process (Kshetri, 2018).

To update its hiring process, Marriott incorporated Artificial Intelligence (AI) into its talent sourcing methods. By using AI-powered platforms, the organization can review large amounts of candidate information to identify those whose skills and backgrounds closely match Marriott's needs. This approach not only accelerates the recruitment process but also enhances the quality of hires by ensuring a better fit between candidates and job roles (Zaytsev, 2024).

While AI-powered recruitment platforms speed up hiring and improve candidate matching, they may accidentally filter out qualified candidates due to reliance on algorithms that prioritize specific traits (Sivathanu & Pillai, 2018). Additionally, using chatbots for initial candidate screening can create an impersonal experience, reducing the ability to assess soft skills and cultural fit (Akram *et al.*, 2024).

Onboarding, training and development

By providing realistic training experiences that enhance learning and engagement, virtual reality (VR) is revolutionizing hotel onboarding. For instance, Hilton has implemented virtual reality training to help corporate staff understand the challenges faced by housekeeping staff on a daily basis, encouraging empathy and improving internal communication (Shrm.org, 2025). This approach has significantly reduced training time; according to Hilton, classroom instruction has been reduced from four hours to just twenty minutes (TorstenFell, 2025). Additionally, VR enables consistent training across all locations, ensuring that every employee goes through the same outstanding onboarding procedure, which is crucial for maintaining safety protocols and brand standards (Stefanic, 2024).



However, many hotels still face major difficulties due to the large initial costs and the requirement for technology infrastructure. Smaller hospitality businesses may not be able to afford the specialized headsets, software updates, and IT support required for the implementation of VR training (Leung *et al.*, 2020). Additionally, some staff members may have motion sickness or anxiety during VR training (Howard & Zandt, 2021), which would lessen its effectiveness for the entire team.

Continuous training and development are critical for employee growth and satisfaction. Hjalager and Andersen (2001) highlight that training enhances employee skills and job performance. In the dynamic environment of the hospitality sector, ongoing training helps staff stay updated with the latest industry standards and technological advancements, encouraging a culture of continuous improvement (Ghani *et al.*, 2022).

Efficiency and productivity in training and development processes are greatly enhanced by technological integration. E-learning platforms, virtual reality simulations, and mobile training applications provide employees with adaptable, customized learning opportunities (Kim *et al.*, 2019). These tools make it easy for staff to access training materials, letting them learn at their own pace and review content whenever they need to. This helps them remember and use what they've learned better in real-life situations. For example, some hotels have adopted virtual reality for training purposes, allowing employees to engage in realistic scenarios without the associated risks (Gelfedder, 2023). This technology improves learning results while also cutting down on the expenses and logistical obstacles of traditional training approaches. Similarly, mobile learning apps offer convenient training modules that employees can complete during free time, ensuring continuous professional development without disrupting daily operations (Kim & Kizildag, 2011).

While VR and e-learning training approaches increase flexibility and engagement, they can also result in high setup costs and low employee motivation (Kim *et al.*, 2019; Kim & Kizildag, 2011). Furthermore, even while gamified learning increases participation, it may not be suitable for all roles and could oversimplify important training content (Birtek *et al.*, 2022).

Performance Management

Performance management in the hospitality industry is an important process to ensure that quality services are offered and that employees become more productive. Effective performance management practices will provide clear expectations, regular feedback, and alignment of employee goals with organizational objectives, which is essential for a service-oriented industry like hospitality (Chen *et al.*, 2011). These methods help increase employees' involvement and loyalty, resulting in higher levels of customer satisfaction and more positive business results. In the hotel sector, managing performance includes ongoing evaluation and enhancement of employees' abilities and capabilities. High-Performance Work Practices (HPWPs) like performance appraisals, training, and development programs are believed to have a large impact on organizational performance because they help in motivating and developing an efficient workforce (Murphy *et al.*, 2018).

Innovations in performance management are transforming how hotels manage and develop their staff. For instance, the use of data analytics and AI enables more precise tracking of employee performance and identification of training needs (Vrontis *et al.*, 2023). Forecasting employee turnover and developing proactive retention strategies can be facilitated by predictive analytics for HR managers. Moreover, the integration of rewards like authority, privileges, recognition, physical items, or digital assets in performance management systems through gamification can enhance employee engagement (Birtek *et al.*, 2022).



While AI-driven tracking and feedback systems offer a way to increase productivity, these digital performance management technologies also have notable drawbacks. As a result of constant monitoring, employees may feel harassed and underappreciated, which could have a negative impact on their job satisfaction (Nazareno & Shiff, 2021). Furthermore, an employee may feel misled if automated feedback ignores personal aspects of their work (Hein *et al.*, 2024).

Employee Engagement and Motivation

Employee recognition is a key factor in creating a motivating work environment. Milman (2003) suggests that recognizing employees' efforts leads to higher job satisfaction and retention. For this reason, reward programs should recognize both individual and team accomplishments (Poulston, 2008). High levels of engagement and motivation are linked to better job performance, increased employee retention, and overall organizational success (Albrecht *et al.*, 2015). Engaged employees, with such initiatives, will do more than their regular tasks in guest service and make every effort to improve the work atmosphere. This can significantly enhance the guest experience, leading to higher customer satisfaction and loyalty.

Also, the technology used in HR practices further increases the ability to engage and motivate hotel employees. These digital channels and mobile apps make it possible for instantaneous communication between the employees and their management. These tools also facilitate personalized training and development programs, which can be suited to meet individual employee needs and career aspirations, thus promoting continuous learning and growth (Stone *et al.*, 2015). Additionally, technology-driven engagement platforms can track employee performance and sentiment, providing HR with valuable insights to proactively address any issues and enhance overall job satisfaction (Sivathanu & Pillai, 2018).

Digital solutions for employee engagement, such as gamification and feedback platforms, have drawbacks even though they might increase employee satisfaction. Employees who receive too many surveys may become tired of providing feedback, which could result in less truthful answers. Additionally, if incentives and contests are overused, staff members may prioritize winning over cooperation and individual development.

Employee Well-being

Work-life balance is a good example of a key element of employee well-being. Deery and Jago (2009) argue that work-life balance policies reduce stress and improve job satisfaction. Hotel management can support work-life balance by providing flexible schedules, adequate rest breaks, and support programs like counseling and wellness initiatives. For instance, programs aimed at improving time management and reducing workload can help employees balance their professional and personal responsibilities more effectively (Fan, 2011; Gragnano *et al.*, 2020; Gruman & Saks, 2011). Flexible working hours and supportive policies contribute to a healthier work environment (Garrow & Hirsh, 2008). More precisely, work-life balance has been found to be related to lower levels of burnout and better mental health, thus improving job performance and productivity (Gragnano *et al.*, 2020; Fan, 2011). To offer immediate assistance to its staff, Marriott has introduced AI-driven chatbots that can respond to employee questions about HR policies, benefits, and various workplace issues. These chatbots provide instant support, reducing the workload for HR personnel and guaranteeing that employees get prompt and precise information. However, implementing such comprehensive programs requires significant investment, and not all employees may fully engage with the available resources.



Employee Retention

IBM has developed a predictive turnover model powered by AI that can identify employees who are most likely to leave with up to 95% accuracy in terms of employee retention. With the help of this advanced tool, human resources professionals may develop retention plans that are tailored to the needs of specific employees, proactively addressing potential turnover issues (Vrontis *et al.*, 2023). Organizations may make accurate choices to increase employee satisfaction and lower turnover rates by using real data.

However, the implementation of these predictive models necessitates extensive data collection, which may raise concerns about employee privacy. Additionally, developing and maintaining these models can be costly, which could be problematic for smaller companies.

Offboarding

Concerning offboarding, although organized procedures are crucial for facilitating knowledge transfer and preserving good relationships with outgoing employees, particular technology solutions in this field are not well-documented. Efficient offboarding helps preserve essential information within the company and encourages positive alumni connections, potentially creating opportunities for future partnerships.

However, the management and human resources departments have to allocate time and money to establish a successful offboarding process. Employee departures can also disrupt interpersonal relationships and project continuity, which emphasizes the need for efficient offboarding procedures to minimize any negative consequences. Integrating these methods can greatly affect the overall effectiveness and culture in the hotel sector, resulting in enhanced employee contentment and organizational achievement.

Although the reviewed literature highlights the clear advantages of integrating technology into HRM, it also presents challenges that are often underexplored. The implementation of AI-driven tools, while efficient, may raise ethical concerns related to employee privacy and technology making decisions that may be unfair. Moreover, the effectiveness of these technologies varies depending on organizational size, culture, and workforce digital readiness. Smaller hospitality businesses may face significant financial and operational barriers, while larger chains risk losing the human touch that defines quality service. The authors believe that technology should help support, not replace, the personal and people-focused side of HR. These tools must be approached with caution to ensure they align with both employee needs and organizational values. The authors also propose that a hybrid HR model, which combines data-driven tools with strong interpersonal engagement, represents a more sustainable strategy. In this view, technology should not replace but rather reinforce the human element that is essential to the hospitality industry.



CONCLUSIONS

The literature review confirms that effective performance management practices are crucial for improving employee productivity, engagement, and retention in the hospitality industry. Key strategies include the implementation of technology into recruitment and training, continuous feedback, and recognition for work-life balance. Hotels implementing these practices will be able to increase their quality of service, guest satisfaction, and maintain a competitive edge in the market. The strategic alignment of HR practices with industry demands not only addresses immediate challenges but also encourages a resilient workforce capable of thriving in a dynamic environment.

The importance of work-life balance initiatives has also been highlighted, with successful examples of HR strategies like corporate social responsibility (CSR) campaigns, digital wellness programs, and AI-powered scheduling tools. Prioritizing the well-being of its employees helps hotels attract top talent in the sector by improving job satisfaction and enhancing their employer brand. However, despite the benefits, challenges such as employee resistance to digital transformation, concerns about AI-driven decision-making, and budgetary constraints still exist and need to be addressed for widespread implementation.

For hotels, retaining employees is a major challenge that requires a combination of competitive compensation, chances for professional growth, and a strong corporate culture. HR managers can identify employees who may leave and proactively address their problems with customized engagement strategies thanks to AI-driven predictive analytics. Hotels that prioritize methods for retention will reduce loss of talent, hiring costs, and develop a steady, motivated staff committed to long-term success. By putting these modern HR methods into practice, hotels could improve guest satisfaction, service quality, and their overall competitiveness in the market. Strategic HR integration with emerging technologies and evolving employee expectations ensures that businesses remain resilient in a dynamic sector.

Future research should examine the long-term impacts of these technological advancements, especially how automation and artificial intelligence affect workers' perceptions of job security, skill development, and opportunities for career progression. Furthermore, in order to assess variations in efficacy, more research is needed on HR technology utilization across different hotel types, from budget hotels to luxury ones. By consistently enhancing HR strategies to align with technological progress and employee-focused policies, hotel managers can create a motivated, productive, and dedicated team, thereby setting their businesses up for ongoing success and future expansion.

While technological innovations in HRM offer clear operational and strategic advantages, they must be implemented with care and awareness of their limitations. Issues such as employee resistance, data privacy concerns, and disparities in technological access, especially between small and large hotel operators, require ongoing attention. Therefore, the future of HR in hospitality should not be seen as a shift away from human values, but rather as a chance to enhance them through thoughtful integration of digital tools. A hybrid model that combines technology with human empathy, communication, and inclusion may provide the most sustainable path forward for both employee satisfaction and organizational success.



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BUDUĆNOST UPRAVLJANJA LJUDSKIM RESURSIMA U HOTELIJERSTVU: PRAKSE UPRAVLJANJA ZASNOVANE NA TEHNOLOGIJI

Rezime:

Upravljanje ljudskim resursima igra ključnu ulogu u kreiranju i sprovođenju strategija za privlačenje, zadržavanje i motivisanje zaposlenih u veoma konkurentnoj hotelskoj industriji. S obzirom na izazove na tržištu, kao što su visoke stope fluktuacije i nedostatak kvalifikovane radne snage, neophodno je primeniti kreativne strategije kako bi se povećalo angažovanje i produktivnost zaposlenih.

Strategije upravljanja ljudskim resursima koje se oslanjaju na tehnologiju – uključujući regrutaciju uz pomoć veštačke inteligencije, gamifikovanu obuku, prediktivnu analitiku i digitalne alate za dobrobit zaposlenih – transformišu upravljanje radnom snagom kroz optimizaciju procesa zapošljavanja, povećanja stope zadržavanja zaposlenih i razvoj karijere.

Uključivanje virtualne stvarnosti (VR) u proces uvođenja novih zaposlenih u kolektiv i praćenje učinka uz pomoć veštačke inteligencije poboljšavaju efikasnost obuke, dok prediktivna analitika omogućava menadžerima ljudskih resursa da prepoznaju zaposlene koji bi mogli napustiti kompaniju i sprovedu ciljane strategije njihovog zadržavanja. Ipak, pored ovih prednosti, neophodno je suočiti se sa izazovima poput zaštite privatnosti podataka, otpora zaposlenih prema digitalnim rešenjima i visokih troškova ulaganja. Kombinacijom tehnologije zasnovane na podacima i pristupa usmerenog na ljude, hoteli mogu osigurati dugoročan uspeh u dinamičnom poslovnom okruženju, povećati produktivnost zaposlenih i poboljšati zadovoljstvo gostiju.

Ključne reči:

hotelijerska industrija,
upravljanje ljudskim resursima,
integracija tehnologije,
angažovanje zaposlenih,
veštačka inteligencija u upravljanju
ljudskim resursima.

JEL Klasifikacija:

M54, O15, Z320