

HR and candidate perspectives on AI-driven recruitment in the UK hospitality sector: Benefits, challenges, and future directions

Jessica Newport 2327495

MBA International Hotel Management dissertation

Notice Of Candidature Form

EXAMINATION OF TAUGHT MASTER'S DEGREE DISSERTATION:

NOTICE OF CANDIDATURE FORM

Please complete this form when your dissertation is ready to be submitted for examination.

Surname/Family Name: **Newport** Date of Birth: **24.02.1990**

Forenames (in full): **Jessica Hayley** Title: **Miss**

Institution Number (if known)

Title of Degree (eg MA, MSc, MBA etc): **MBA**

Title of Taught Master's degree scheme followed (eg Equine Studies): **International Hotel Management**

Department/School in which study pursued: **Swansea Business School**

Name of your Supervisor: **Sarah Peasley**

Full Title of dissertation submitted: **HR and candidate perspectives on AI-driven recruitment in the UK hospitality sector: Benefits, challenges, and future directions**

Please indicate that the following will all be submitted along with this form:

1 electronic copy submitted via Turnitin ✓

Declaration/Statements page

DECLARATION

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

Signed: **Jessica Newport (candidate)**

Date: **06.12.2024**

STATEMENT 1

This work is the result of my own investigations, except where otherwise stated.

Other sources are acknowledged by footnotes giving explicit references. A bibliography is appended.

Signed: **Jessica Newport (candidate)**

Date: **06.12.2024**

STATEMENT 2

I hereby give consent for my work, if accepted, to be available for photocopying and for inter-library loan, and for the title and summary to be made available to outside organisations.

Signed: **Jessica Newport (candidate)**

Date: **06.12.2024**

Abstract

This dissertation investigates the perspectives held by HR and hospitality professionals on the use of AI-driven recruitment in the UK hospitality industry. Through the analysis of both empirical research and existing available data, it has been possible to understand further the benefits, challenges, and potential future directions. This research was determined to be necessary due to the increasingly widespread use of AI in recruitment. The need for understanding of its usage in the UK due to the absence of specific legislation as of 2024 makes it a timely and relevant dissertation topic. It has been determined that AI as a concept is only going to continue to evolve, and so it is important to appreciate fair use to mitigate risk. The available data for the UK hospitality industry is limited, and so it was identified that obtaining perspectives from those directly impacted by its use would enhance clarity and enable accurate organisational decision-making during strategic planning.

This dissertation was structured with a positivist approach in order to gain organic perspectives that were not influenced by any personal thoughts or opinions of the researcher. The primary research consisted of a 20 question, multiple choice questionnaire that was sent to UK wide HR and hospitality professionals, and Swansea based hospitality academics. The researcher utilised an existing contact list that consisted of trusted professionals that they currently work alongside. The compiled questionnaire was created using Microsoft Forms and was entirely anonymous. For these reasons, it can be concluded that the research was both valid and reliable in nature. In-built statistical analysis tools, supported by further analysis in Microsoft Excel allowed for the researcher to test hypotheses and understand objectives. These online platforms also enabled the researcher to successfully meet time and financial constraints associated with data collection. The findings have been presented in the form of graphs, charts and cross-tabulation tables, along with written analysis and synthesis.

It was of great importance to analyse current available literature in order to understand how the gathered perspectives from the primary research could complement and contribute to the existing data. The researcher placed value on understanding the concept and history of AI in general, the current usage of AI in

hospitality, AI-driven recruitment in general, and more specifically in the hospitality sector. The literature review discovered that the current data is rather limited and is particularly brief in regard to AI in recruitment in UK hospitality specifically. This further cemented the need for perspectives from those directly impacted by its use, and thus highlighted the value that the primary research would bring to both academia and industry.

Prior to the release of the survey the researcher identified specific hypotheses that would be tested. The first prediction was that candidates would show more resistance than HR professionals due to fears of fair use. The second prediction was that age would influence perspectives, with it expected that the older age brackets would show heightened resistance due to the likelihood that they have experienced less sophisticated technology overall compared to the younger population. The final prediction was that the country of origin of respondents would influence answers with patterns of similar responses expected from the data collected. The primary research determined that the first two hypotheses were unproven, whilst the third remained underdetermined, and in need of further research.

The survey was sent to potential participants UK wide currently working in a range of hospitality positions. These included HR representatives, management hospitality employees, non-management hospitality employees and hospitality academics. This was a deliberate choice to enable clear perspectives from a range of HR professionals and candidates. The potential respondents were encouraged to share the survey link with any contacts they felt would be relevant to increase the overall sample size. This decision was taken to encourage a larger response rate due to the lack of existing data currently available. The aim was for 80-100 participants in total, with the result of 80 questionnaire responses gained overall. A larger number of responses would have been preferable; however, trends and conclusions have been identified, and a concrete basis for future research and industry recommendations has been made.

The findings of this dissertation outlined an overriding demand for transparency of use, and clear concerns regarding ethics and potential bias of automated algorithms. There was also a clear trend of respondents suggesting that the loss of human interaction is in direct conflict with the core values of the hospitality industry.

However, the expectation that the older population would be more resistant to the concept was unfounded, as was the assumption that candidates would be more resistant to AI in recruitment due to fears of misuse. Instead, the primary research showed that it is HR professionals that exercise the most caution. It has been noted that this could be due to preoccupations regarding job security.

The primary research has reinforced the findings of the literature review and identified recommendations for future study and industry. It has been acknowledged that when the responses were separated into subcategories the number of responses therein were rather small, which presented difficulty when attempting to determine hypotheses outcomes. For example, only 14 respondents selected rest of the world as their country of origin, which presented challenges when attempting to identify patterns of answering based on where respondents were born. The researcher has therefore made recommendations that include a larger number of respondents, and a mixed methods approach that was not possible for this dissertation due to time constraints. The reason for this is that the optional open questions within the quantitative questionnaire provided insightful information that deepen perspective. A focus group or interviews would enhance this further. For industry, the primary research and literature review synthesis has enabled the recommendation to communicate use of AI to potential candidates. This will assist with mitigating fears which was an overriding concern that was evident throughout the primary research responses.

Overall, this dissertation has discovered that there is an increased trust in AI-driven recruitment, and far less resistance than had been anticipated. This is reassuring as it is a concept that will only continue to become more widespread as the evolution continues. The need for clear communication, regular testing for accuracy, and a clear understanding of potential ethical pitfalls is crucial for successful implementation.

Contents

Chapter 1 Introduction	9
1.1 Introduction	9
1.2 Background.....	9
1.3 Research Rationale	11
1.4 Research methods.....	12
1.5 Research value	13
1.6 Conclusion	14
Chapter 2 Literature Review	15
2.1 Introduction.....	15
2.2 What is AI?	15
2.3 The history of AI and the concept of Artificial General Intelligence (AGI).....	15
2.4 AI in UK hospitality.....	17
2.5 AI in recruitment.....	18
2.6 AI in hospitality recruitment.....	20
2.7 Organisational perspectives	22
2.8 HR professional perspectives	23
2.9 Candidate perspectives	23
2.10 HR frameworks	24
2.11 Legal implications	26
2.12 Ethical implications	28
2.13 Conclusion.....	29
Chapter 3 Methodology	31
3.1 Introduction.....	31
3.2 Aims.....	31
3.3 Objectives.....	32
3.4 Hypotheses.....	32
3.5 Design	33
3.6 Sample	35
3.7 Ethics.....	37
3.8 Analysis	38
3.9 Validity and reliability	39

3.10 Limitations.....	40
Chapter 4 Data Analysis	41
4.1 Introduction.....	41
4.2 Survey purpose.....	41
4.3 Analysis	42
4.4 Demographics.....	42
4.5 General perspectives.....	43
4.6 Associated risks.....	45
4.7 Further insight into general perspectives.....	48
4.8 Cross-tabulation to test hypotheses.....	51
4.8.1 Hypothesis 1	51
4.8.2 Hypothesis 2	53
4.8.3 Hypothesis 3	55
Chapter 5 Conclusion	57
5.1 Introduction.....	57
5.2 The aim of this dissertation	57
5.3 Objective One - To analyse the perspectives of HR professionals and candidates on the effectiveness and fairness of AI-driven recruitment tools in the UK hospitality sector.....	57
5.4 Objective Two - To identify the key factors that influence the organisational decision-making process when implementing AI recruitment tools in the UK hospitality sector.....	59
5.5 Objective Three - To evaluate the concerns that HR professionals and candidates have in relation to ethics and accuracy of AI recruitment tools in the UK hospitality industry.....	59
5.6 Objective Four - To assess the impact of AI driven recruitment on candidate diversity in the UK hospitality industry	60
5.7 Objective Five - To assess the long-term impact of incorporating AI into recruitment processes in the UK hospitality sector	61
5.8 Hypotheses testing	62
5.9 Limitations	63
5.10 Recommendations.....	63
5.11 Conclusion	64
Bibliography.....	65
Appendices.....	84

Appendix One – Results from optional open question regarding bias, ethics and accuracy..... 84

Appendix Two – Results from optional open question regarding dehumanisation 87

Appendix Three – Results from final optional additional comments **Error!**
Bookmark not defined.

Chapter 1 Introduction

1.1 Introduction

The use of artificial intelligence (AI) as a recruitment tool in the UK hospitality sector is gaining popularity. However, the research into its effectiveness, and the potential ethical implications is limited. The possibility of a gap in literature was identified by the researcher during their MBA studies, and following further research, it was discovered that a lack of data is currently held regarding AI-driven recruitment in the UK hospitality sector. Furthermore, very little data is available discussing the perspectives of those directly impacted by its use.

Therefore, this dissertation will explore the use of AI in UK hospitality recruitment and how it impacts both Human Resource (HR) professionals, hospitality candidates at both management and non-management level, and academics that are working to prepare future hospitality workers for industry. There will be a focus on the key factors that affect the implementation of AI, the concerns of its use, the ethical considerations, what impact AI may have on candidate diversity, and the potential long-term impacts of its use.

1.2 Background

One in six UK organisations are utilising AI as a tool for business operations (Hooson, 2024). This use has extended into recruitment due to the need to satisfy demands for recruiting new staff members.

Low pay and reduced job satisfaction are only two reasons why the hospitality industry sees high staff turnover. This was further increased with the Covid-19 pandemic and Brexit which resulted in many skilled and loyal employees leaving the UK hospitality industry. This prompted organisations to turn to AI for assistance with increased vacancies, and to heighten the chances of finding the right candidate that would remain with the company long-term (Ore and Sposato, 2021).

AI in recruitment began as a tool to complete the initial stages of hiring candidates, including screening resumes to reduce response time and fill positions at a faster rate (Kelly, 2023). The increasing sophistication of AI has seen it progress further,

with Hilton Hotels using AI to conduct video interviews for example. This technology uses a predetermined algorithm to detect facial expressions and analyse responses. The results contribute to whether a candidate is successful, or highlighted for an alternative position (Thibodeau, 2019). This technology resulted in Hilton Hotels reducing their hire time from 45 days to 5 days (Kurter, 2019). It was introduced following the success of their chatbot AllyO which screened resumes and saw a 23% reduction in the need for human agents (Thibodeau, 2019).

Many benefits have been outlined, including lower costs, faster turnaround and the release of HR professionals from certain admin tasks to enable better placed focus (Kelly, 2023). However, there are concerns, including that AI is an algorithm and must be programmed. If biased information is inputted, then biased results could occur. Amazon discovered this in 2017 when their AI tool was found to be rejecting resumes that suggested the candidate was female. The approach was abandoned after huge controversy (Dastin, 2018). Whilst AI technology has continued to grow, the concern of bias remains relevant. However, this concern has been acknowledged, with established AI providers such as Retorio speaking out to explain that they actively debias their systems through Big 5 psychometric testing (Drage and Mackareth, 2022). This system is an established framework that identifies five key areas of personality traits. These five are: openness, conscientiousness, extraversion, agreeableness and neuroticism (Prosper, 2024). It is claimed that using this framework allows for neutral assessments of candidate suitability as it focuses on personality traits rather than elements such as gender, race or age. Furthermore, it has also been claimed that AI software is deliberately programmed to highlight wording that may be biased and suggest neutral alternatives for organisations to utilise (Drage and Mackareth, 2022).

Other concerns include data protection. Laws regarding General Data Protection Regulation (GDPR) were brought into action in 2018 to provide protection and guidance. It has since been questioned whether the access of AI to this information is ethical and in line with regulations (Mujtaba and Mahapatra, 2024). With the European Commission establishing the first legal instructions on AI in 2021, it is clear that these concerns are being acknowledged, but the question remains if enough has been implemented, and whether these instructions are being followed effectively

by the one in four recruiters that are using AI in some form as of 2024 (Mujtaba and Mahapatra, 2024).

Finally, the concern of the loss of human touch within the recruitment process is particularly relevant for the hospitality industry as it requires making a human connection. The Chartered Institute of Personnel and Development (CIPD) acknowledged in a recent webinar (2023) that there is no escaping or stopping AI and so it is crucial for organisations to understand how to accurately and ethically utilise the technology in recruitment. The CIPD have advised that organisations must be responsible, ensuring ongoing and extensive training, and regular accuracy testing. They also believe that it is important for a human to make the final decision, with AI involvement ending at the shortlisting stage (CIPD, n.d).

There is limited data available to understand how widespread AI-driven recruitment in UK hospitality is. However, as mentioned above Hilton Hotels is utilising the tool. It is unclear whether this has been incorporated in the UK yet, however with 203 UK hotels as of 2024 (Hilton, 2024), a clear presence of AI in UK hospitality recruitment is expected and likely to increase. In addition, Marriott International, with 128 UK properties have also commenced the use of AI in recruitment. It is to a lesser extent than Hilton Hotels, as their current use is a chatbot to answer candidate questions and provide information, however this is likely to evolve (Gibson Kanner, 2024).

1.3 Research Rationale

The researcher has made the decision to investigate the differing perspectives on the growing use of AI in UK hospitality recruitment due to their current and previous working experience. The researcher is a Lecturer on an undergraduate hospitality degree programme, where they contribute to the overall preparation of future hospitality workers. Prior to this, the researcher worked in hospitality in various management and non-management roles for eighteen years.

This experience has led the researcher to recognise that the ever-evolving use of AI to recruit requires careful consideration to avoid pitfalls for the industry overall. Furthermore, with direct industry experience during the Covid-19 pandemic and Brexit, the researcher is aware of recruitment and retention challenges that call for an evolution of recruitment practices.

The researcher understands the need for contributions to existing literature, and therefore the research questions are:

- How has artificial intelligence affected recruitment processes in the UK hospitality industry, and what are the expected long-term effects?
- What are the potential impacts to fairness and candidate diversity when artificial intelligence is used in UK hospitality recruitment?
- What are the key concerns of HR professionals and candidates in relation to the use of artificial intelligence in UK hospitality recruitment?

Individual research objectives have been set to achieve the aim of providing further insight into the current use of AI-driven recruitment in UK hospitality. These objectives enable a deeper insight into the perspectives of those directly involved. The researcher established that the required insight would be from HR professionals, management and non-management hospitality candidates, and hospitality academics.

The research objectives are:

1. To analyse the perspectives of HR professionals and candidates on the effectiveness and fairness of AI driven recruitment tools in the UK hospitality sector.
2. To identify the key factors that influence the organisational decision-making process when implementing AI recruitment tools in the UK hospitality sector.
3. To evaluate the concerns that HR professionals and candidates have in relation to ethics and accuracy of AI recruitment tools in the UK hospitality industry.
4. To assess the impact of AI driven recruitment on candidate diversity in the UK hospitality industry.
5. To assess the long-term impact of incorporating AI into recruitment processes in the UK hospitality sector.

1.4 Research methods

The adopted research method will be quantitative, which will allow for a large data collection to understand the impacts of AI-driven recruitment in UK hospitality. As

explained by Almeida et al. (2017) quantitative research is preferred when the requirement is to obtain “accurate and reliable measurements that allow a statistical analysis” (p.369). The researcher is seeking to test hypotheses and identify trends and so this research method is more appropriate than a qualitative approach that would focus on meanings, and is concerned with research that “cannot be quantified” (Almeida et al, 2017, p.370). This approach conflicts with the researcher’s aims and has therefore been rejected.

An online questionnaire will be created using Microsoft Forms and sent to hospitality professionals, focusing on UK wide HR contacts that the researcher currently works with, alongside a wider candidate pool of UK hospitality representatives. In addition, the researcher will send questionnaires to colleagues within UWTSD, the majority of whom have worked in hospitality, to allow for academic perspectives. The total number of responses aimed for is 80-100. The researcher understands this to be realistic given the time constraints, and a large enough number to enable testing of the hypotheses.

The questionnaire aims to gain perspectives on the advantages, disadvantages, and concerns regarding ethical practices and potential bias associated with AI use. The researcher also aims to gain understanding of potential future directions, based on current opinions.

The compiled data will then be examined through the statistical analysis functions within Microsoft Forms and Microsoft Excel to identify patterns and interpret results. This analysis will then be considered alongside existing research that will be obtained from the UWTSD library services to enable trends to be discovered and hypotheses to be proven or disproven. This will include relevant journals, academic literature, and approved publications that have conducted research in this field already.

1.5 [Research value](#)

This topic will benefit academia and business by contributing to existing literature and providing current perspectives from hospitality professionals and academics. This will enable a comprehensive understanding of AI in recruitment, and provide suggestions for effective utilisation as the implementation and capabilities continue

to grow. This research can also identify gaps in knowledge and potential for future studies. It can be used in a multidisciplinary manner for teaching within academia, and can present valuable insights to enable organisations to use AI in recruitment in a fairer and more efficient manner. Widespread use of AI in hospitality recruitment is still in its infancy, as the subsequent literature review will highlight, and so the quantitative research results will be both timely and relevant. With concerns including ethics and fairness, it is of particular importance to understand current processes and necessary improvements.

With recent events including Brexit and the Covid-19 pandemic resulting in ongoing difficulties with staff retention in UK hospitality (Russell, 2024), it is particularly topical to produce this dissertation. The empirical research will contribute to the identification of an improved and more streamlined recruitment process, which will allow for this dissertation to stand alone as a relevant document. It will also provide an introduction into further research opportunities, which cements its relevance and value.

1.6 Conclusion

This chapter has outlined the relevance of the subject, and the aims, objectives and research questions that will enable the researcher to compile data that can contribute to existing research. In the following chapter, the researcher will present the findings of the literature review to outline the data that is currently in existence.

Chapter 2 Literature Review

2.1 Introduction

The AI market is worth over £16.8 billion in the UK as of 2024, with the total estimated to reach £801.6 billion by the year 2035 (Hooson, 2024). These statistics highlight that not only is this market firmly established already, but rapid growth is expected. With one third of organisations already using AI in some capacity, its widespread use is evident (Kirchherr et al., 2024). However, only three percent of these organisations currently utilise an AI function in their human resource (HR) practices (Kirchherr et al., 2024). This suggests that implementation for recruitment is still in its infancy. It is important therefore, to understand the concept of AI in HR and recruitment, which this literature review will outline and analyse. This understanding will allow for the requirements of this organisational area to be met with enhanced efficiency and accuracy.

2.2 What is AI?

McKinsey & Company (2024) explain that AI is “a machine’s ability to perform some cognitive functions we usually associate with human minds”. This provokes both excitement and fear. The concept of a machine relieving the human of certain tasks sounds enticing, but the concern of whether this will lead to machines taking over entirely remains apparent. A study reported on by The HR Magazine outlined that 61% of HR Managers are concerned they could lose their jobs to automation (Machell, 2023). However, the same study found that AI will likely not replace the human altogether, but will instead work alongside them, with a focus on the need for employees to reskill and adapt to a changing working environment (Machell, 2023).

2.3 The history of AI and the concept of Artificial General Intelligence (AGI)

It was Alan Turing who first presented the idea of AI in 1950 when he introduced the concept of a machine having the capability to perform intelligent functions. This is now termed the ‘Turing Test’ (McKinsey & Company, 2024). It has been suggested

that the paper outlining the test was designed to argue against critics that believed machines could not operate intelligently (Gonçalves, 2022). This idea was developed, and led to the introduction of the term artificial intelligence in 1956 by John McCarthy; an American computer scientist who suggested patterns and symbols within machines could result in the solving of problems (McKinsey & Company, 2024). Despite a longer history than perhaps would be expected, it is still suggested that the concept of artificial intelligence is far from evolved, with notable individuals such as roboticist Rodney Brooks (2017) stating that we are “a long way from AI systems being better at writing AI systems than humans are”. Brooks believes that not only will AI require human intervention for many years, but the concept of AI performing without human assistance, could be as far away as 2300 (Berruti et al., 2020).

There has been clear progression in the field of AI, with its earliest adoption in the form of machine learning where algorithms were programmed to enable machines to identify patterns and make predictions on outcomes (McKinsey & Company, 2024). This has developed into a more advanced form termed deep learning, and more recently into the field of generative AI where well-known algorithms such as ChatGPT are able to produce content that is “indistinguishable from human-generated content” (McKinsey & Company, 2024).

These forms of artificial intelligence are becoming increasingly common, meaning that fears are beginning to decrease. However, the newest concept, the idea of artificial general intelligence (AGI) continues to provoke unrest. As mentioned above, AGI is likely to be hundreds of years away, with Rodney Brooks quoted as saying that much of the published information to suggest otherwise is inaccurate (Berruti et al., 2020). However, Richard Sutton, a professor of computer science has disagreed and instead suggested that the concept of AGI could happen by 2030 (Berruti et al., 2020).

Whether imminent or not, it is agreed that AGI will eventually be utilised, and see AI systems capable of sensory abilities similar to humans. This will allow it to operate in a way not currently available (Berruti et al., 2020). The suggestion that there will be an AI system that can operate autonomously is sparking fears ranging from a replacement of the workforce through to complete human extinction (McLean et al.,

2021). It is important therefore, to understand how AI is currently used in industry, and more specifically in the hospitality industry, in order to mitigate the risks of misuse wherever possible.

2.4 AI in UK hospitality

As AI has become increasingly widespread in UK organisations, it has infiltrated into the hospitality industry. However, this sector currently has one of the lowest adoption rates at 11.9%, which equates to 52,500 firms currently adopting AI in the hospitality and leisure sector (Evans and Heimann, 2022). However, this does mean that there are “380,000 non users” (Evans and Heimann, 2022), ranking the UK hospitality industry as highest out of the sectors included for not utilising AI currently. Despite holding the lowest adoption rate, the hospitality and leisure organisations that have implemented AI invest in it heavily. It ranks 4th out of 13 sectors in regard to spending, with a total spend in 2020 of £6.2 billion (Evans and Heimann, 2022). This emphasises growth potential, but also shows that for the organisations that have incorporated AI, it has been deemed worthy of increased financial investment.

The most popular use of AI in the UK hospitality industry is to provide a personalised customer journey (Jiwani, 2024), with the opinion that it should always heighten the guest experience, rather than be implemented as a replacement for the human representative. Perhaps the most well-known use is Hilton’s Connie the robot. Whilst Connie is not currently used in any UK properties, it is an indication of where UK hospitality is moving towards. Connie is a robot concierge, equipped to assist hotel guests with queries ranging from in-property facilities to dining options in the local area (Sahota, 2024). Similarly, Marriott International is reported to be using AI assistants to enable guests to control in-room elements such as lighting and temperature (Sahota, 2024). Arguably, this enables the guest to enjoy a more personalised service, with options catered to their specific needs. However, it does raise the concern of what the impact could be on overall customer satisfaction with this reduced human interaction.

The Henn na Hotel in Japan has embraced both of the above concepts in their hotel offering, and suggests future developments. This property is the first robot hotel of its kind, even earning a Guinness World Record when it opened in 2015 (Shead, 2019).

It has a Japanese speaking humanoid and English-speaking dinosaur robot at the front desk, robots that deliver luggage and store belongings, and in-room robots that perform functions such as adjusting room temperatures by analysing guest body temperature (Rajesh, 2015). However, the feedback has been mixed overall. Whilst positives include the quirky experience, and efficiency of the large mechanical arm that can handle luggage, concerns raised include the unpredictability of the robots. Human support staff reported the increased workload of repairing robot faults, and customers reported in-room robots responding to noises such as snoring, causing disturbed sleep (Shead, 2019). This has resulted in more than half of the robot workforce being culled since the property opened. The concept was introduced to fill vacancies, but instead there has been an increase in required human power to maintain the machines (Shead, 2019).

Neil Sahota (2024) argues that hotels “embracing AI stand at the forefront of delivering exceptional service”, suggesting that AI can bring innovative benefits to the customer journey. However, it is important to consider the workforce also. Staff members are a crucial part of any organisation, and should be scrutinised equally when considering the impact of implementing AI.

2.5 AI in recruitment

The use of AI in recruitment is becoming increasingly popular. As outlined by Ruel and Njoku (2020) it allows for heightened efficient outputs where menial administrative tasks are completed by AI rather than human representatives. This results in more effective and strategic working by the human HR professionals, with a focus on talent management to produce an agile working environment. This is reinforced by Jack Kelly (2023) who states that the main concern for recruiters is to ensure the right candidate is selected in as short a time frame as possible. The key to this is to incorporate the speed that AI provides to filter through applications and highlight the most appropriate candidate. As Kircherr et al. (2024) state “the calls for more strategic HR can now be answered, thanks to generative AI, by freeing up HR capacity”. The increasing removal of administrative tasks involved in creating advertisements and shortlisting candidates has produced positive results. The HR department has the time and resources to focus on talent retention, development

and more accurate and efficient onboarding techniques. This suggests that the role of the HR professional is evolving to hold a more strategic position within the organisational structure. However, it is important to note that whilst AI is becoming more prominent in recruitment, it still requires a heavy human influence to ensure success. As outlined by Lee and Cha (2022) it is crucial to ensure a dual approach so that AI and humans can “complement each other’s limitations”.

A well-documented example of potential failures can be found in Amazon, where their system was discovered to be favouring male candidates (Dastin, 2018). The data that had been fed into the AI algorithm favoured terminology more often found on the resume of a male, and was therefore biased against females (Dastin, 2018). This highlights a prominent concern. The output of an AI algorithm is a direct result of the data that is fed into it, which presents a risk of biased recruiting and inaccuracies in hiring.

Well-known AI hiring tool providers such as HireVue have argued that their product removes bias through careful and constant system monitoring coupled with their own recruitment where they promote wide diversity (HireVue, 2024). However, it has been argued that AI systems can actually sustain biased practices as there is a risk of flawed data inputs which will inevitably result in biased outcomes (Machell, 2023). Without a carefully created algorithm that understands all aspects of diversity, it would be challenging to entirely remove unconscious biases from the algorithm.

It is undeniable that AI is becoming widespread in recruitment, and its use will continue to grow. As Mujtaba and Mahapatra (2024) highlight “AI is extensively utilized by organizations for diverse functions, including job advertisement creation, applicant tracking systems, conducting video and phone interviews, and implementing gamified assessments”. Therefore, it can be concluded that some form of AI use in recruitment will likely be used by the majority of organisations in the future. Perhaps this is why the UK Government published a white paper in 2023 to highlight the risks and rewards of AI use, and move closer towards official regulations (UK Government, 2023). As stated in the report, the aim is to ensure that operations are enhanced by AI rather than threatened by it, with the hope that this can be achieved through a partnership with innovators. This can bridge the gap and

produce a system regulated by fairness, transparency and effective measures (UK Government, 2023).

2.6 AI in hospitality recruitment

Intercontinental Hotels Group (IHG) is one example of a high-profile hospitality brand implementing AI into its recruitment practices. They partnered with Cognisess, an analytics company, to pilot AI in their European recruitment processes (Harrington, 2017). The aim was to recreate current success stories within their management teams. The method behind this was to test their managers and create an algorithm from the results, with this being used in the form of gamification testing to make future hiring decisions (Harrington, 2017). IHG believes that this will enable them to find the right candidate and align talent with the correct brand within their varying portfolio (Harrington, 2017). It was such a success as a pilot scheme that it has since expanded to include decision making for professional development within current employee pools also (Harrington, 2017). Data compiled in the second year of the scheme outlined a rate of over 95% accuracy, and a 50% reduction in assessment time and cost (Cognisess Admin, 2019). There has been no further data released that is specific to this scheme, however, it has since been reported that the Cognisess and IHG partnership has expanded into a collaboration for IHG Academy. The IHG Academy provides AI powered learning opportunities designed to develop potential new recruits (Neaves, 2021). This continued partnership highlights the ongoing importance that IHG places on using AI assistance to recruit staff. Furthermore, in IHG's end of year report for 2023, they shared that their employee engagement score was 87% highlighting that the majority of employees are happy with the organisation, and further suggesting the success that AI assistance can offer (IHG, 2024).

Another market leader using AI in recruitment is Hilton Hotels. It has been reported that the implementation of AI in their processes worldwide saw average hire time reduce from 43 days to 5 (Kurter, 2019). It is suggested that millennials and Gen Z candidates allow only seconds for an advertisement to grab their attention, meaning an immediate impact is crucial (Kurter, 2019). Hilton Hotels has recognised this by incorporating AI on a global scale to create job advertisements and conduct

interviews. It is well-documented that they use the AllyO chatbot in preliminary stages, and HireVue to complete video interviews that analyse facial expressions and responses to assist with shortlisting (Thibodeau, 2019). These time saving measures have since evolved and seen Hilton utilise AI in a similar way to IHG to identify promotion opportunities for existing employees and track development accordingly. They have achieved this by introducing LeapIn AI which enables them to make hiring decisions based on the likelihood of future progression potential. The result has been a reported 50% reduction in staff turnover (LeapIn AI, 2024). However, this has been disputed, with MTestHub (2024) reporting that the actual reduction in staff turnover is 25%. The outcome, however, is that retention is increasing as a result of AI implementation.

Whilst AI is arguably accessible and beneficial for large and international hotel brands, what does this mean for boutique and independent hospitality outlets? This is where the concern of return on investment becomes apparent. Implementing AI algorithms is costly and ongoing, as the systems require regular maintenance (Norman, 2022). This delayed return on investment could be enough to see smaller independent establishments priced out of the AI world. However, it is important to note that recruitment often takes on a different style within these smaller establishments, and it could be that these properties would not see any value in using AI. However as noted by Tounta (2015) smaller hotels still have the same requirements of larger properties, and so an effective HR system is crucial. In fact, a “small hotel’s survival may depend on its ability to recruit efficient, qualified people, while providing them with incentives so that they work at full capacity” (Tounta, 2015). It can therefore be argued that the concept of AI in recruitment should be as relevant for a smaller hotel as for a larger chain. Ultimately, whilst AI in recruitment can be costly to implement, and can bring risks of bias and prejudice, it is seen as innovative. As Norman (2022) outlines, “AI is no longer an optional extra for the UK’s hospitality industry; it’s an essential part of the blueprint for a resilient, innovative, and customer-centric future”.

As the post-pandemic recovery continues, and the challenges for attracting and retaining staff in the hospitality industry remain, the time saving measures of AI, and the capabilities of identifying correct candidates see it viewed as a necessary tool for strategic human resource management. Careful approaches and constant

monitoring are required for successful implementation, with the preoccupation remaining that AI practices enhance human interaction rather than replace it (Green, 2024).

2.7 Organisational perspectives

It has been reported that 80% of organisations that are implementing AI practices will continue to employ the human staff member, with a focus on retraining and adapted job requirements. As Frith (2017) reported; 82% of UK organisations that were questioned confirmed they would not replace the human worker.

AI is widely championed by organisations with the belief that time saving measures and increased accuracy results in reward outweighing risk. Indeed, 64% of respondents from the aforementioned report believe that AI is required to enable their organisation to make the best strategic plans and remain agile (Frith, 2017). As outlined by Yoong (2019) “talent acquisition remains one of the key challenges of the hospitality sector, plagued by the common misperceptions of working in the service industry”. This highlights the difficulties that organisations face in selecting the right candidate. It is possible therefore, to appreciate why AI as a concept is so alluring. It presents the possibility of improved and faster selection processes, and allows for human HR professionals to focus on strategic development of team members and company practices (Yoong, 2019).

The hospitality market leaders are continuing to expand their use of AI in recruitment, with examples including the Marriott careers chatbot taking care of preliminary candidate enquiries (Gibson Kanner, 2024), Hilton using HireVue technology to screen and interview (Kurter, 2019) and IHG implementing gamification to shortlist (Harrington, 2017). This highlights the importance that organisations place on the use of AI in recruitment and further cements the belief that it is beneficial from both time and cost saving perspectives. With the associated costs of recruitment and onboarding reaching thousands per employee, it is important to ensure that this investment is in the correct candidate, and that the HR professional manages the talent correctly to raise the likelihood of retention. This retention enables a return on investment, and the avoidance of repeat costs should the candidate leave the

position (Tapp, 2024). With this considered it is clear to understand why organisations see AI implementation as positive when planning strategies.

2.8 HR professional perspectives

Whilst 43% of HR Managers surveyed by The HR Magazine admitted that they fear AI will replace them entirely (Machell, 2023), the opposing viewpoint is that this is a fear that will remain unrealised as there are human attributes and capabilities that cannot be replicated by machines. For example, a machine cannot show the empathy that is required for issues with pay, or mental wellbeing (Machell, 2023). So, whilst it is likely that AI implementation will result in a switched focus for HR professionals, and perhaps an adapted set of skills and job requirements, it will not result in their replacement entirely (Machell, 2023).

Another study conducted by People Management produced differing perspectives, suggesting that only 5% of leaders in HR fear the loss of their jobs to AI. In fact, their study resulted in an almost even split of those excited to use AI in their roles against those that were not, with 39% speaking positively, and 33% presenting caution (Jackson, 2024).

These differing perspectives highlight that there is conflict regarding resistance which demonstrates the need for further investigation. The main concern is attributed to the pitfalls associated with trustworthiness of AI algorithms, with 47% of respondents in the People Management study sharing fears on the accuracy of results (Jackson, 2024). This provides understanding for why there is a growing demand for relevant legislation to underpin the use of AI in HR (Sloan, 2023).

2.9 Candidate perspectives

The perspectives of candidates vary according to existing literature. People Management reports that over half of employees are resistant to its use, with 39% of UK respondents to their survey stating that they distrust its use in HR practices (Jackson, 2024). The overriding belief is that there is a lack of transparency and a heightened risk of biased decision making (Jackson, 2024).

Conversely, a study conducted by Horodyski (2023) suggests a more favourable range of opinions. This study discovered that candidates were mostly positive about AI use, highlighting that the process is easy to follow, and resulted in a quicker response time regarding applications. Further discoveries from this study suggest that candidates believe it reduces some of the anxieties associated with the application process as it affords them extra time and resources to prepare without human interaction that can instil additional pressures (Horodyski, 2023). It has been documented that the perspectives of candidates is an underdeveloped research area that requires further insight to draw clearer conclusions. However, it can be surmised that candidates are identifying strengths associated with the use of AI that have not perhaps been appreciated previously.

2.10 HR frameworks

Existing HR theoretical frameworks provide valuable insight relating to AI in recruitment, and the positives and negatives associated with its use. They allow for structured suggestions to assist organisations with strategic decision-making.

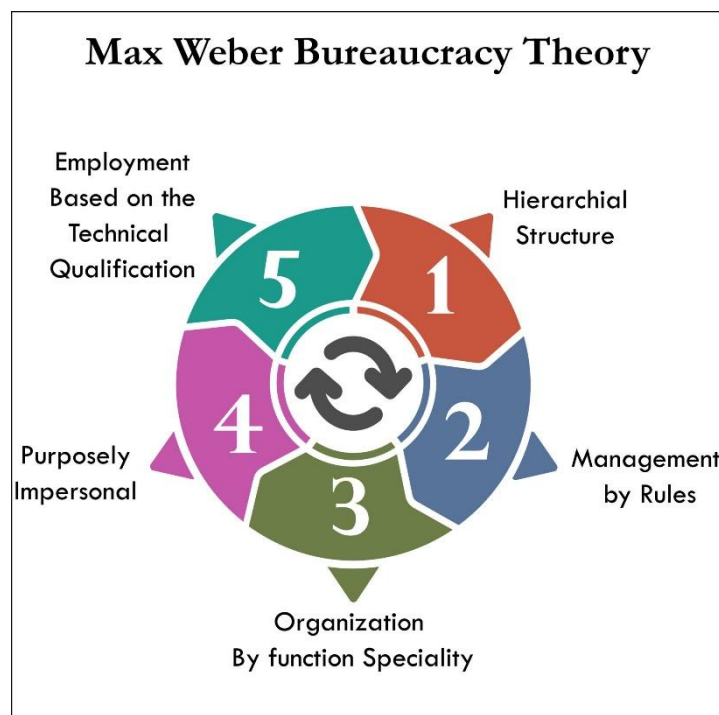


Figure 1: Max Weber Bureaucracy Theory (Nickerson, 2024)

The Bureaucratic Theory by Max Weber concerns itself with standardised rules and procedures relating to six principles. It lends itself well to promoting AI in recruitment as it suggests candidates should be hired based on qualifications and proven performance, with emotional decision-making a barrier to effective selection (Peek, 2023). According to Weber's theory, this would increase efficiency through the discouragement of personal relationships influencing strategic decision making.

Elton Mayo disagrees, instead emphasising human relationships through the Human Relations Theory by suggesting that productivity increases when people feel part of a team (Fraraccio, 2024). This theory centres around ensuring employees feel valued and respected, with an emphasis on building bonds to enable development. The removal of human elements through AI recruitment suggests that this theory is in conflict with the use of AI, as it would remove personalisation and potentially result in lowered business efficiency and incorrect hiring decisions (Fraraccio, 2024).



Figure 2: HR role model by Dave Ulrich (Haak, 2017)

More recent frameworks suggest a compromise. Dave Ulrich's HR Model advises a shift from functional to strategic approaches, outlining the importance of increased collaboration between HR and other departments (Polc, 2021). This aligns with the positive aspects of AI in recruitment, whereby the human HR representative is released from time consuming tasks such as screening resumes, and more readily

available to work alongside the senior team to ensure operations are progressing in line with strategic goals.

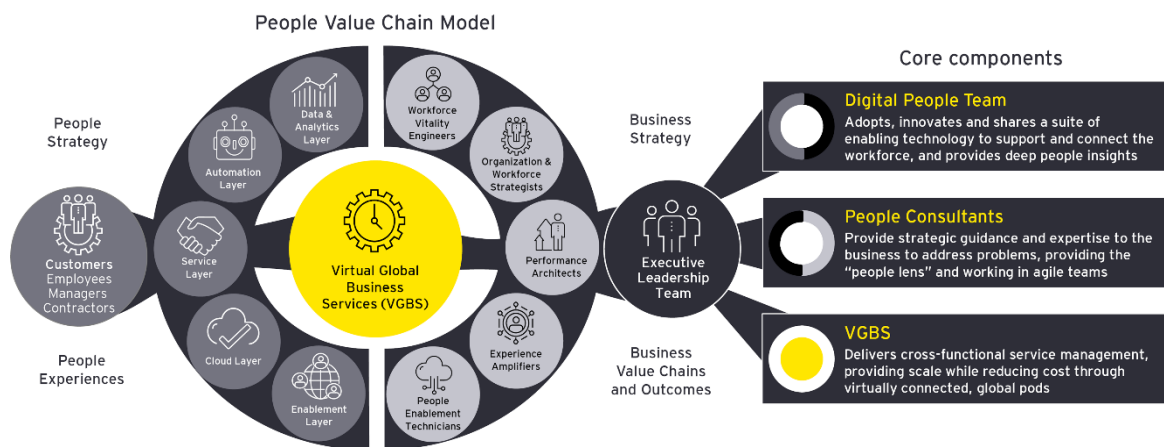


Figure 3: The People Value Chain (Ferron et al., 2020)

In 2020 The People Value Chain Model (Ferron et al., 2020) was released as a tool to guide HR professionals. It outlines three key aspects crucial for a successful organisation. These aspects are a digital people team to implement automation of certain admin and operational tasks, a people services team to discover innovative solutions for talent management to ensure businesses perform at optimum levels, and a virtual global business team to liaise with other departments such as IT and Finance to increase strategic performance (Vasey, 2021). This model works in support of AI in recruitment as it encourages the use of automated systems to support human workers. It can be argued that this model will be extremely beneficial as AI becomes more widespread. It ensures the interests and protection of human workers through realignment of job expectations, thus preventing the risk of complete replacement by machines.

2.11 Legal implications

People Management reported in 2022 that The Equality and Human Rights Commission (EHRC) had outlined guidance on the importance of adhering to relevant laws and regulations. They also reinforced the existing argument that the UK Government needs to introduce specific laws due to the risk of discrimination (Cave, 2022). The UK Government did produce its own guidance in 2024 to outline

associated risks and highlight key considerations, however there are still no UK laws specific to AI use in recruitment (Gov.UK, 2024). The guidance acknowledges risks related to discrimination including against the older population, those that are less proficient with technology or those that are disabled (Gov.UK, 2024). Whilst there is protection in place with existing laws including The Equality Act 2010, there are increasing calls for a specific law to be introduced to provide more widespread protection.

The European Artificial Intelligence Act was introduced in 2024, and this has further increased suggestion that the UK should replicate this law (Jackson, 2024). The aforementioned act is the first of its kind in the world, but it highlights the necessity for clear instruction. Furthermore, The European Artificial Intelligence Act has four risk categories: minimal, limited, high and unacceptable, with the use of AI in recruitment ranked as high (Jackson, 2024). This rating suggests that specific legal regulations are needed.

When discussing legal implications, it must be noted that there is a possibility of abuse in relation to data protection when machines handle sensitive data. The Data Protection Act 2018 outlines that there is legal binding against unlawful processing of personal data, with further protection in place for characteristics including, but not limited to: race, biometrics and health (Gov.UK, 2018). Drage and Mackereth (2022) report that many third-party AI providers claim that their systems actually remove these biases and promote diversity. However, concerns remain as to how much investigation has actually been undertaken by these organisations to ensure accuracy. There continues to be debate around the reality that an AI algorithm is a result of inputted data, and so the risk of unconscious biases from the human inputter remains apparent. This could result in outputs that do not align with legal requirements. The advice from The Information Commissioner's Office (2023) is that organisations must appreciate the extent of resources required to navigate relevant laws and regulations. It further advises a data protection impact statement to be conducted by senior staff members to assess and ensure compliance.

2.12 Ethical implications

Fritz and Cabrera (2021) reported that there is a risk of dehumanisation when implementing AI into recruitment. They discovered that a lack of ethical values in machine algorithms could result in a breakdown of the candidate and employer relationship. This is due to the loss of empathetic judgement. This ethical concern rated highest in a survey of HR professionals (Fritz and Cabrera, 2021). The inability for a machine to make moral choices could have detrimental consequences for all involved.

The Chartered Institute of Personnel Development (CIPD) echo these concerns; however, they acknowledge that there is opportunity. The advice given for HR departments is to ensure that they retain control over processes (CIPD, 2023). The operational elements of AI in recruitment must remain with those that have held responsibility previously. To extend decision making to wider departments that may approach the concept with separate concerns is a risk. For example, the finance department may look only at the cost saving potentials, it is for the HR team to ensure the human connection remains a priority in order to mitigate risks (CIPD, 2023).

Loveday (2024) acknowledges these ethical concerns, but explains that there are available solutions through a proactive approach. The advice given is that “HR leaders must actively participate in shaping AI-related regulations that achieve a delicate equilibrium between fostering innovation and upholding ethical principles.” (Loveday, 2024).

A study conducted by Deloitte (2024) acknowledges that whilst there are existing risks regarding ethical decision making by humans, these risks are increased when AI is utilised through the lack of human acceptance to question choices. Instead, the decisions of machines are instantaneous. Further concerns include speed and reach that digital systems have compared to humans, with negative outcomes possible on a vaster scale (Deloitte, 2024). It is also reported that the humans commonly involved in AI algorithm creation have a technical background, meaning that they would likely not have the same emotional concerns in mind when designing systems. This further raises the risk of non-adherence to ethical requirements (Deloitte, 2024).

This point reinforces that not only should humans be involved throughout, but the right humans need to be part of the process. As Loveday (2024) advises, HR professionals must be heavily involved to guarantee that this innovative practice is approached with “integrity, ensuring that AI serves as a catalyst for positive change in organisations, and society at large”.

2.13 Conclusion

This literature review has discovered the need for further research. The use of AI generally in organisations, and more specifically in recruitment is continuing to increase (CIPD, 2023). With far reaching consequences in relation to ethics and bias, and the current lack of specific UK legislation, there are heightened risks of misuse.

However, there are clear advantages including realignment of HR professionals to responsibilities more heavily involved with talent management, faster response times for candidates during application, and overall strategic advantages for organisations. When considering these aspects in line with relevant HR theoretical frameworks, there is guidance available to assist. However, it has been discovered that the existing research is brief, and requires further investigation. A lack of perspectives of those directly involved: HR professionals and candidates in particular is apparent, presenting concerns when attempting to identify patterns and future directions (Horodyski, 2023).

From the perspectives that are available there is conflict currently. A higher level of resistance is apparent as reported by Evans and Heimann (2022), which further emphasises the need for continuing research. This would enable a deeper understanding of the role that AI could play, and would help to ensure legal compliance and the protection of the personalised approach synonymous with hospitality.

As this literature review has discovered, there is a lack of data within the UK hospitality industry, identifying the need for further study. With the UK hospitality industry employing 3.2 million people as of 2023 (Sealy et al., 2023) this concern affects a large demographic, meaning understanding is crucial. Enhanced and specific research will enable accurate future directions to be identified. The following

chapter will outline the methodology that has been identified as appropriate in order to conduct primary research that complements and builds upon the findings of the literature review.

Chapter 3 Methodology

3.1 Introduction

This chapter will present the methodology that will be used to conduct the primary research. This will be undertaken in order to realise the aims and objectives as outlined previously, and prove or disprove the predicted hypotheses.

During this chapter, the researcher will discuss the method that has been selected, and why this was chosen. This will be discussed through highlighting the positive and negative aspects of the chosen research method, and reasoning for why it was selected. This decision-making process included research into existing methodology, and these theoretical findings will be presented below.

This methodology will also present the sample size and survey design, and will include reasoning for these choices. This coupled with the presentation of existing literature will enable the identification of any limitations in relation to this study, and these will be analysed also.

3.2 Aims

The primary aims are to gain insight into the suspected differing perspectives of hospitality professionals. Through the format of a survey, multiple choice questions will be shared to understand how HR professionals, hospitality employees (both management and non-management), and hospitality academics feel about the concept of AI-driven recruitment in the UK hospitality sector. These questions will enable the researcher to understand the benefits, challenges and future directions of its use. A further aim is for the findings of this research to contribute to existing data and enable future predictions to be made.

3.3 Objectives

The objectives of the primary research are as follows:

- To analyse the perspectives of HR professionals and candidates on the effectiveness and fairness of AI driven recruitment tools in the UK hospitality sector.
- To identify the key factors that influence the organisational decision-making process when implementing AI recruitment tools in the UK hospitality sector.
- To evaluate the concerns that HR professionals and candidates have in relation to ethics and accuracy of AI recruitment tools in the UK hospitality industry.
- To assess the impact of AI driven recruitment on candidate diversity in the UK hospitality industry.
- To assess the long-term impact of incorporating AI into recruitment processes in the UK hospitality sector.

3.4 Hypotheses

To realise the aforementioned objectives the researcher will test hypotheses to prove or disprove anticipated results. The hypotheses are as follows:

- That there will be differences in average response depending on whether the respondent is a HR representative or a candidate, with the assumption that candidates will show more resistance to the use of AI and demonstrate an increased fear in relation to fairness of recruitment.
- That the age of the respondent will influence their answers, with the prediction that those within younger brackets will show less resistance as it is expected they fear the concept of technology less than older brackets would.
- That country of origin will influence responses, with patterns of similar answers generated by respondents that were born in the same geographical location.

3.5 Design

As Saunders et al. (2016) explain; if research is “not undertaken in a systematic way, on its own and, in particular, without a clear purpose, it will not be seen as research” (p.5). This highlights the importance of careful planning, and identification of the relevant research design.

The researcher has identified that the most appropriate research format is quantitative with a positivist paradigm. As outlined by Zyoud et al. (2024) a quantitative format is preferred when research requires large amounts of data to be collected for analysis. It is methodical and objective and allows for the researcher to test hypotheses. A further benefit is that it enables patterns and trends to be identified that would not be possible when taking a qualitative approach (Zyoud et al., 2024). This dissertation has identified specific hypotheses and questions based off of assumptions made through the research of existing literature, and so a quantitative approach with a positivist paradigm would complement this.

Furthermore, this style of research allows for predictions to be made regarding future participant responses (Alharahsheh and Pius, 2020). The researcher has identified this as relevant due to the limited existing data as outlined in the literature review. A positivist paradigm further allows for objective results to be gained which the researcher deems appropriate. The aim is to achieve responses that outline real perspectives rather than interpretative responses that have relied too heavily on the why aspects of decision-making processes. As outlined by Biggam (2015) a positivist researcher believes that “reality is objective and independent of the observer and so can be measured and predicted” (p.168). The researcher determines this to be appropriate and accurate in relation to this dissertation topic, and has concluded that this approach will generate the required responses and enable future research opportunities.

It has been considered that one of the drawbacks of a quantitative approach is that it can result in the omission of more personalised or subjective responses that highlight reasoning and context of decision-making. A qualitative approach allows for these aspects to be scrutinised (Biggam, 2015). However, the researcher hopes to

overcome this through the addition of optional open questions to encourage personalised responses that would otherwise be missing.

The researcher aims to collect and analyse data without personal influence to identify factual results, and therefore a positivist paradigm with deductive reasoning is most appropriate (Dudovskiy, 2024). To use the alternative of interpretivism would mean that the focus would be heavily on meaning rather than facts, and this would be in conflict with the aims of this research (Dudovskiy, 2024). Interpretivism would also suggest that the researcher is unable to remove their thoughts and opinions, instead interpreting results rather than analysing the data independent of their own potential biases (Dudovskiy, 2019).

To achieve the aim of non-personal data analysis, the researcher has ensured that the method for data collection is presented in a passive tone with multiple choice questions that are worded carefully to ensure respondents answer honestly and are not influenced in any way. In addition, the survey is deliberately anonymous to encourage a true reflection when answering questions.

The researcher conducted a brief pilot study, where they shared their questionnaire with their dissertation supervisor, and trusted contacts consisting of one HR representative, one hospitality academic, and one management level hospitality employee. This pilot study allowed for the researcher to obtain opinions on question type and language of presentation. This enabled the production of a final survey that honoured the requirement to obtain large amounts of organic quantitative data (Biggam, 2015).

The researcher acknowledges benefits of alternatives such as qualitative data collection, including that answers are “usually more expansive than those obtained through other means” (Biggam, 2015, p.154), however time constraints and lack of available resources are a concern, and so this approach was ultimately rejected. Qualitative research can encourage self-expression as discovered by Opsal et al. (2015), but can also raise concerns regarding confidentiality. This risk was another concern that led the researcher to reject this method as they sought to protect their ongoing working relationships with targeted respondents.

The researcher also ultimately rejected a mixed methods approach. Whilst this can be beneficial as it allows for added depth through the balance of quantitative and

qualitative data collection (Emerald Publishing, 2021), it is not without its drawbacks. The predominant concern that led the researcher to reject this method was the time constraints, and the overall lack of available resources that would be required. Furthermore, with concerns regarding the validity of findings that can occur when conducting both quantitative and qualitative data collection in one study, the researcher decided this was not a suitable approach (Adu et al., 2022).

3.6 Sample

The researcher aims to obtain 100 responses to their questionnaire which was deemed appropriate due to the literature review discovering that there is limited data currently within UK hospitality. The questionnaire was deliberately created through Microsoft Forms to aid navigation for respondents, and for the in-built statistical analysis tools.

An online platform was a deliberate choice as it encourages a larger response rate. The respondents have the freedom to submit the questionnaire via their phone, tablet or computer, and also at any time that is preferable. Furthermore, as the questionnaire requires UK wide responses, it is important to be able to reach as many contacts as possible, leaving the only available route via email request with a survey link included.

As reported by Sue and Ritter (2007) there are benefits and limitations associated with online surveys, and it was important for the researcher to consider these when determining the correct method for data collection. The benefits include lower costs and the ability to reach a wider audience at a faster rate. These benefits were identified as specifically relevant as the subject matter concerns the whole of the UK rather than one specific location thereof, and so a wider reach was crucial. Furthermore, speed was a particular concern as the limited time available to collect and subsequently analyse data resulted in the need for a questionnaire that could be released quickly. Lastly, an online survey allowed for no associated costs in relation to the data collection.

The disadvantages of an online survey are the heightened risk of a low response rate and ethical concerns such as the risk of coercion (Roberts and Allen, 2015). The

researcher identified these disadvantages as particular risks, as a large sample is aimed for to test the predicted hypotheses, and because responses are requested from an existing contacts list. This includes HR and hotel representatives that the researcher works with on an ongoing basis to support undergraduate placement students, and peers within their role in academia. Due to this ongoing working relationship, the researcher was keen to avoid responses that resulted from a representative feeling obliged to answer.

In order to overcome these disadvantages, the researcher followed all relevant ethics procedures, and was transparent when making requests for participation. The email that was drafted for the questionnaire was carefully constructed to ensure that it was clear that participation was voluntary, and that all responses would be confidential and anonymous. Within the survey itself, it was important to include another statement reiterating anonymity, the reasons for the research being conducted, and to remind respondents that withdrawal at any time was possible.

In regard to the survey itself, the researcher created sections relating to particular insights with a total of 20 questions altogether. To begin there were 6 demographics questions, deliberately included to enable the identification of trends according to particular characteristics of the respondent. These questions were included with the preoccupation of assisting to prove or disprove hypotheses. The next section consisted of 3 multiple choice questions designed to gain general perspectives on the use of AI in recruitment. This was to understand overriding opinions on its use, before more specific questions were posed. The third section consisted of 5 multiple choice questions regarding risks associated with the use of AI in recruitment in order to understand more deeply any hesitation or concerns that respondents may have. It was deliberate to include two optional open questions inviting elaboration for further insight. The final section was concerned with perspectives on the long-term impacts that AI in recruitment may have. This set of 3 multiple choice questions was included to enable the discovery of data relating to future directions of AI-driven recruitment. The researcher deliberately included a final optional question inviting additional comments, in the hope of gaining further insight.

As discussed by Reio (2024) and Bosshardt et al. (2024) a key concern when conducting quantitative research through surveys is to limit as far as possible the

likelihood of invalid responses. The researcher was conscious of this when compiling the questions, and prioritised clear language that would be widely understood to encourage full participation and accurate answering. The survey itself was drafted and edited multiple times to achieve this.

3.7 Ethics

As stated by Zypher and Pierides (2017) any quantitative research is subject to ethical concerns, and so accurate consideration is required irrespective of the content or the respondents. They further elaborate to suggest that there is an increased likelihood of invalid responses in quantitative research, particularly when conducted online. Also relevant is the concept of biased purpose from the researcher when compiling questions. The conclusion drawn is that a combination of practicality and ethically driven practices are required.

In a direct response to this journal article, Edwards (2019) addresses these concerns and outlines that whilst these are ethical considerations that must be taken into account, the likelihood and severity of their occurrence is far less than suggested by Zypher and Pierides. Instead, Edwards proposes practical solutions that can ensure ethical compliance, including the acknowledgement of conflicts of interest during planning, and the establishment of a clear purpose that acts outside of the researchers personal opinions (Edwards, 2019).

Edwards' approach has been undertaken for this dissertation to ensure ethical consideration and compliance. As mentioned previously, the researcher identified relevant survey respondents from existing contacts. This identification immediately required that conflicts of interest were taken into account to mitigate risks. The researcher concluded that the subject matter was low risk as it did not relate exactly to the details of the current working relationship, and therefore shouldn't affect that ongoing partnership. Furthermore, it was clearly communicated on more than one occasion that all submissions would be anonymous to ensure that participants were not identified and subsequently treated in a different manner depending on participation or specific answers given.

The researcher also identified the heightened risk of invalidity of results, and made attempts to mitigate this through the inclusion of open questions to prompt

personalised responses. Also, multiple communications of the right to refuse participation and withdraw at any time were made. This was important as it could help to mitigate the risk of respondents submitting surveys because they felt obligated, without a real consideration for the questions within. It was also important to ensure that the questions were multiple choice to encourage accurate opinions and perspectives from those answering. This format enables respondents to appreciate that there is no specific right or wrong answer, but instead a range of potential responses. The researcher also ensured that the UWTSD Ethics Form was completed and approved prior to the release of the survey to ensure that the relevant ethical acknowledgements and considerations had been appreciated.

3.8 Analysis

The survey was released on Monday 14th October 2024, with a deadline date of Monday 28th October 2024. A two-week deadline was deemed appropriate to enable enough time for respondents to participate, and for the researcher to send a reminder and obtain further responses if required. Furthermore, the researcher was aware of time constraints in relation to the analysis of collected data and this further contributed to the timeline outlined.

Microsoft Forms has in-built statistical analysis tools, and the researcher selected this platform to enable the use of these tools during analysis. In addition, Microsoft Forms enables the data to be synced to Microsoft Excel with further statistical analysis tools available for additional insight (Cicero, 2024).

The subsequent analysis will be presented using tables and graphs as this allows for an easier interpretation of results and identification of patterns and trends. This will be invaluable for testing the previously outlined hypotheses. Similar questions were deliberately grouped together in subsections to prepare for this analysis. It will enable the researcher to cross reference more easily, and with a visual aid in support. This will further enable effective comparisons to the findings of the literature review (Biggam, 2015). Tables enable concise but professional presentations of findings (Biggam, 2015) and will assist to present the viewpoints of the chosen demographics with ease and clarity.

3.9 Validity and reliability

It has been identified that the study must be valid and reliable. As explained by Biggam (2015) valid research is “research that is acceptable to the research community” (p.173). It must use techniques to collect data that are sound and have been previously tested, and it must be of a type that is relevant to the subject (Biggam, 2015).

The researcher understands their questionnaire to be appropriate for this subject as there is a lack of current data with a larger volume of responses required. When a large amount of data is sought a quantitative approach is most appropriate (Emerald Publishing, 2021) as qualitative and mixed methods approaches are more time consuming. They will also likely generate less responses overall. With a lack of data currently, the researcher understands the most appropriate choice for analysis to be to test hypotheses and statistically analyse responses to identify trends. This will enable the findings of this dissertation to contribute to existing literature and provide foundations for future research.

In order to produce reliable responses, the researcher identified existing trusted contacts to provide insight. This dissertation requires the responses of HR professionals, hospitality candidates at both management and non-management levels, and hospitality academics. The researcher has existing contacts and felt it most appropriate to utilise these to ensure the relevant responses were achieved and the results were reliable.

It has been argued that random sampling reduces biased responses (Biggam, 2015), however, this subject is specific, and the researcher required insight from representatives currently employed in a particular sector. It was therefore concluded that specific respondents were required. If random sampling had been conducted, there was a risk that the answers provided would not be a true indication of perspectives on the use of AI in UK hospitality recruitment. Instead, answers could be based off of differing exposure to the concept of AI and the biases that this may have provoked.

The anonymity of individual responses allows for true perspectives to be given without fear of discovery (Biggam, 2015). This was important and as a result

Microsoft Forms was chosen as the platform due to its anonymity functions. The researcher can make their contacts list and response data available to their dissertation supervisor to confirm validity and reliability. Careful planning was undertaken prior to data collection, and this research plan can also be made available to further confirm validity and reliability.

3.10 Limitations

It has been acknowledged that a concern in relation to the empirical research is the likelihood of a varied response rate (Biggam, 2015). As outlined, the dissertation is concerned with the perspectives of both HR professionals and candidates. The majority of contacts that the researcher has are HR professionals, and so it is expected that the rate of responses from this demographic will be higher. The researcher is also requiring collaboration, in the form of a request for their survey link to be shared with relevant colleagues. This could not only raise the risk of invalid responses, but could also impact on the overall range of responses as well (Reio, 2024). The main concern is that there will be a lack of responses from non-management hospitality employees as there is a heightened chance that the HR professionals and management employees may not identify this demographic as suitable to share the survey with. The reasoning behind this assumption is that there is far less email communication with entry level staff members, and so they are unlikely to form contact lists that higher level representatives would have access to when selecting individuals to forward the survey to. The researcher has planned for this by including the two-week deadline. This will enable additional time to target any particular demographics that have fewer responses.

This chapter has outlined the preparation for data collection, in order to create a questionnaire that will provide the insight required for analysis and synthesis. In the following chapter, the researcher will present the findings of the primary research.

Chapter 4 Data Analysis

4.1 Introduction

This chapter will present the results of the quantitative survey undertaken as primary research to discover the perspectives of HR professionals and candidates in regard to the use of AI-driven recruitment in UK hospitality. The researcher aimed to discover the benefits, challenges and future directions, and thus compiled a 20-question survey to gain insight from those directly impacted by its use.

4.2 Survey purpose

The research objectives were:

1. To analyse the perspectives of HR professionals and candidates on the effectiveness and fairness of AI-driven recruitment tools in the UK hospitality sector.
2. To identify the key factors that influence the organisational decision-making process when implementing AI recruitment tools in the UK hospitality sector.
3. To evaluate the concerns that HR professionals and candidates have in relation to ethics and accuracy of AI recruitment tools in the UK hospitality industry.
4. To assess the impact of AI-driven recruitment on candidate diversity in the UK hospitality industry.
5. To assess the long-term impact of incorporating AI into recruitment processes in the UK hospitality sector.

The questionnaire was determined to be beneficial to testing the hypotheses, and to contribute to the existing limited research that was analysed in the literature review.

The hypotheses were:

1. That there will be differences in average response depending on whether the respondent is a HR representative or a candidate, with the assumption that candidates will show more resistance to the use of AI and demonstrate an increased fear in relation to fairness of recruitment.

2. That the age of the respondent will influence their answers, with the prediction that those within younger brackets will show less resistance as it is expected they fear the concept of technology less than older brackets would.
3. That country of origin will influence responses, with patterns of similar answers generated by respondents that were born in the same geographical location.

A positivist approach was deemed appropriate as objective results were required without influence from the researcher. This would ensure organic results to benefit both academia and industry.

Due to the lack of existing data, the researcher determined a large number of questionnaire responses was preferable, with an aim of 80-100. This was decided based on time constraints, available contacts that the researcher had, and the need for an acceptable number of responses from all respondent categories.

4.3 Analysis

Microsoft Forms was utilised as the questionnaire platform due to the ease of use, sharing capabilities, in-built statistical analysis tools and easy exportation to Microsoft Excel for further statistical analysis. This enabled a clear identification of patterns and trends required to understand responses. The capacity to create graphs, charts and images has been utilised to display findings and provide a visual aid.

In addition to visual representation and written analysis, there are appendices included with detailed responses to provide additional data for future studies. The researcher was pleased with the 80 responses collected, but does acknowledge it is at the lowest end of their aim.

4.4 Demographics

Identifying respondent demographics was important to establish if this influenced perspectives. This was essential as the survey was anonymous. Out of 80 respondents, 41 were female, 36 were male, 3 did not disclose and 0 were non-binary. 19 respondents were 18-29, 19 were 44-59, 9 were 60+, and the highest

number was 33 respondents in the 30-43 age bracket. 61% are currently based in England, 24% in Wales, and 15% in Scotland. 43% were born in the UK, 39% in Europe, 18% in the rest of the world, and 1% declined to answer.

The final generalised question was the most recent hospitality role of the respondent. This was of importance as this dissertation is concerned with differing perspectives of varying hospitality professionals. 40% were hospitality managers, 24% were non-management hospitality employees, 21% were HR professionals and 15% were hospitality academics. The researcher had hoped for a higher HR response rate as it is understood this department is most exposed to AI in recruitment, however, it is acknowledged that managers are also heavily involved with recruitment and should therefore hold a similar level of exposure.

4.5 General perspectives

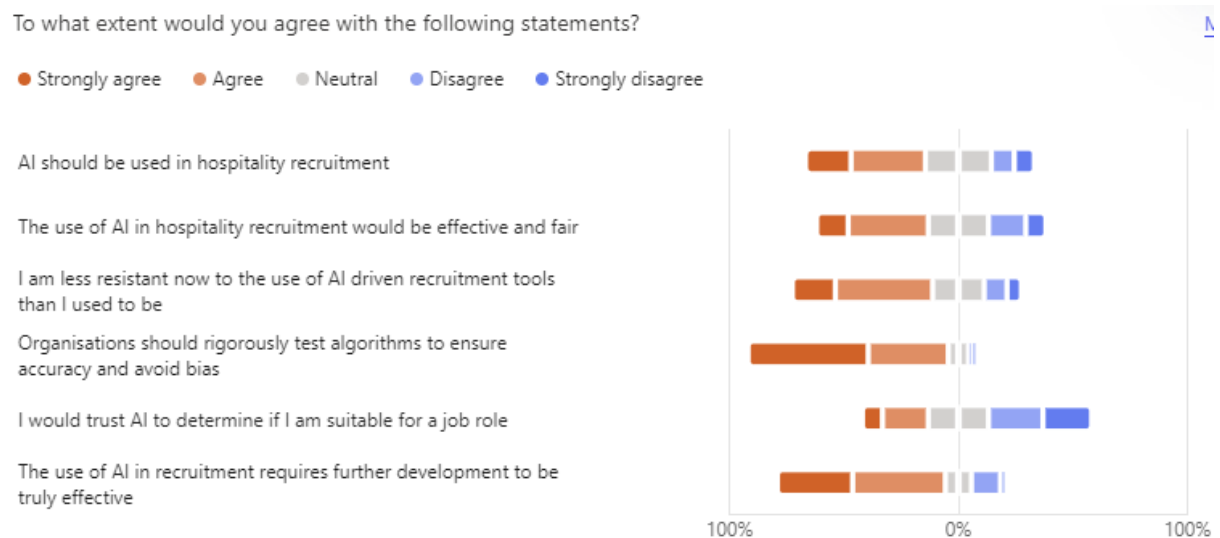


Figure 1 – General perspectives

The results show that the use of AI is viewed quite favourably as 52.5% agreed it should be used compared to 18.8% that disagreed. As figure 1 outlines, the perspectives of the majority align with the concept that there is now increased trust in AI capabilities. The majority of respondents however (87.5%), did agree that rigorous testing is required to ensure accuracy and avoid bias. Only 3.8% disagreed.

Interestingly, when asked if they would trust AI to select them for a job role, the results were in conflict with the suggestion that AI is viewed favourably, as 45.1% disagreed, compared to 28.8% who would trust an automated algorithm. 73.4% agree that AI requires further development, compared to 15.2% who disagreed.

To what extent do you agree with the following statements?

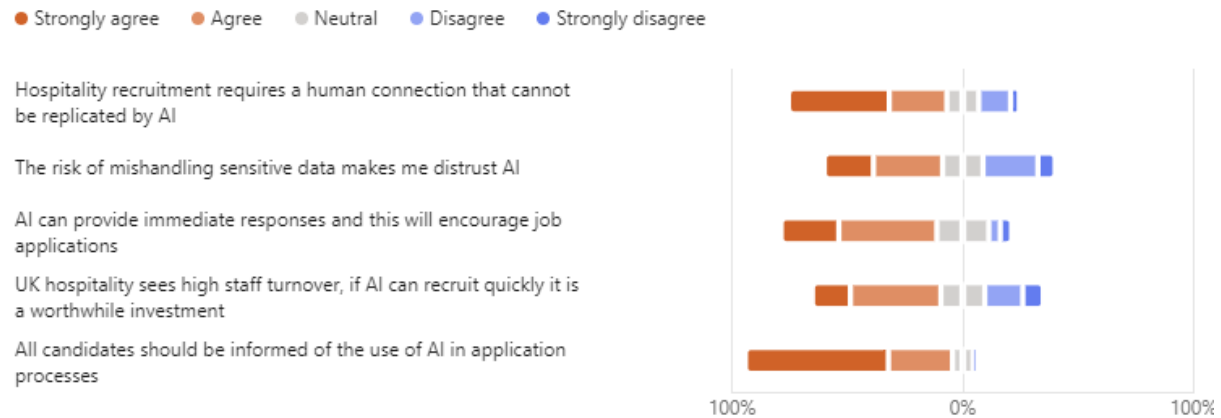


Figure 2 – AI efficiency

Figure 2 provides further insight into why there may be reluctance. 68.8% believe the human touch cannot be replicated by AI and 51.3% answered that it is the risk of AI mishandling sensitive data that makes them distrust it. Despite this, it has been acknowledged by 67.5% that the immediate response of AI will encourage job applications. An overwhelming 89.8% agreed that the candidate should be aware of its use which highlights the need for transparency.

In what scenarios would you support the use of AI in hospitality recruitment?

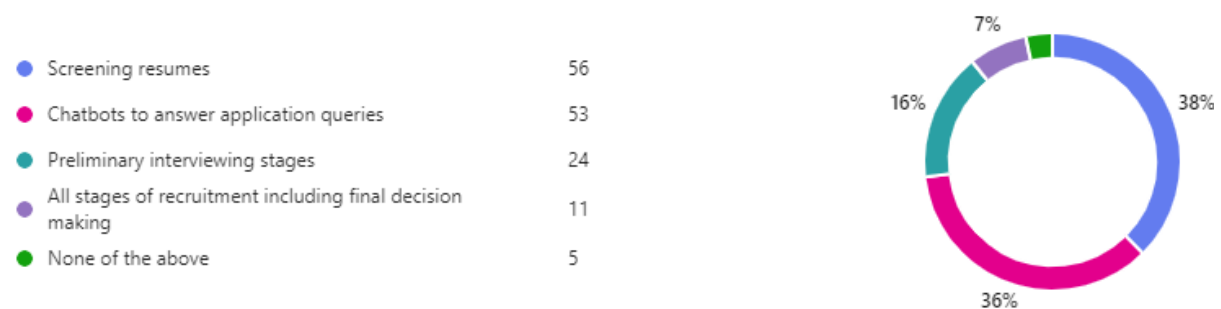


Figure 3 – Where AI should be used

As figure 3 outlines; 38% would be happy to see AI screening resumes and 36% would be comfortable with chatbots answering queries. As the responsibilities gain intricacy, the trust lowers. 16% support AI taking over preliminary interviewing stages, whilst only 7% support full use at every stage. 3% believe AI should not be in recruitment in any form.

4.6 Associated risks



Figure 4 – Whether unintentional bias and lack of transparency are the main concerns when considering ethics and accuracy

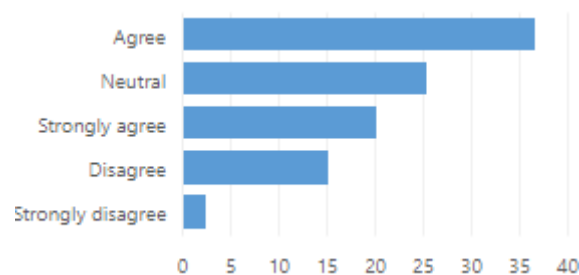


Figure 5 – Percentage distribution of results

Figures 4 and 5 show that 58% agreed that unintentional bias and lack of transparency are the main concerns when considering ethics and accuracy of AI use, compared to 18% who disagreed.

Ethics and bias are huge topics for debate in regard to AI use in general, but particularly in recruitment, and so an optional open question followed to further understand perspectives. 31 out of 80 gave additional insight with full details in appendix 1.

For those that agreed, responses included that “AI works based on the information it is given. Therefore, the bias of the person giving the information may come across” and that to use AI is to enter “unchartered territories”. One respondent stated that they have “personally experienced how quickly AI-generated content can misrepresent certain groups or information” and that AI is “not immune to bias, inaccuracies or hallucinations”. A fellow respondent echoed this when they stated, “recruitment is more about culture and reliability than skill or having the correct words for a narrow algorithm”.

For those that disagreed, the responses included that “AI wouldn’t meet the employee in person therefore it wouldn’t be biased” and that “A person has more bias than a computer programme would – in regard to race and religion and upbringing”. Interestingly, one respondent acknowledged the concerns raised by both sides when they answered that “If a process controlled by AI is deemed to be bias, then we need to question the programming & setup of AI done by human being rather than the tool”.

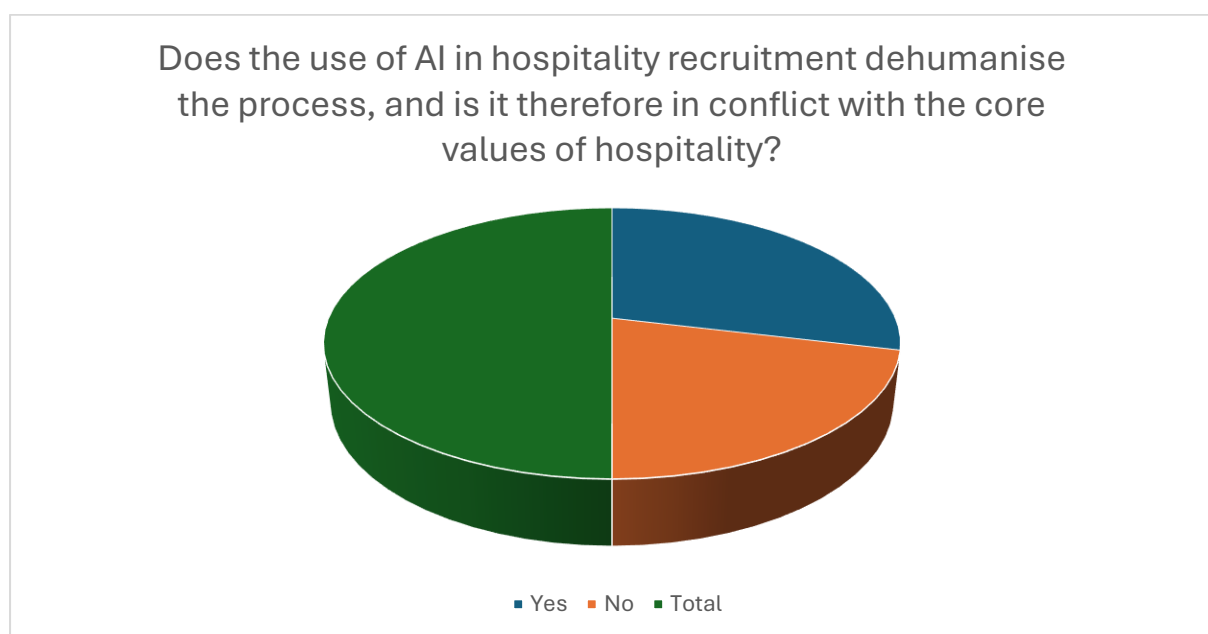


Figure 6 – AI and core values of hospitality

Figure 6 outlines a near even divide with 58% answering yes and 42% answering no. This was another important question in relation to the objectives and hypotheses and so an optional open question was included to understand why participants had selected a particular answer. 41 gave additional insight with full details in appendix 2.

For those that answered yes, responses included that “personality of the applicant is an important factor” as “hospitality is about the connections”. Similar responses included that “as a potential employee I would be discouraged if the company did not take time to meet me, and as a recruiter I would like to meet the candidate to ask questions that AI would not generate on the spur of the moment”.

For those that answered no, responses included that it would be fine only “within initial stages and chatbot functions and not interview and ultimate decision making” and that if hospitality organisations do not utilise this ever-growing change then “performance and profitability will be impacted”. All but one response that answered no cautioned that it would only avoid dehumanisation if it was used in conjunction with a human.

Respondents were then asked if they believe that AI could increase candidate diversity. 50% agreed, 12% disagreed and 38% answered neutral with the results presented in figure 7.

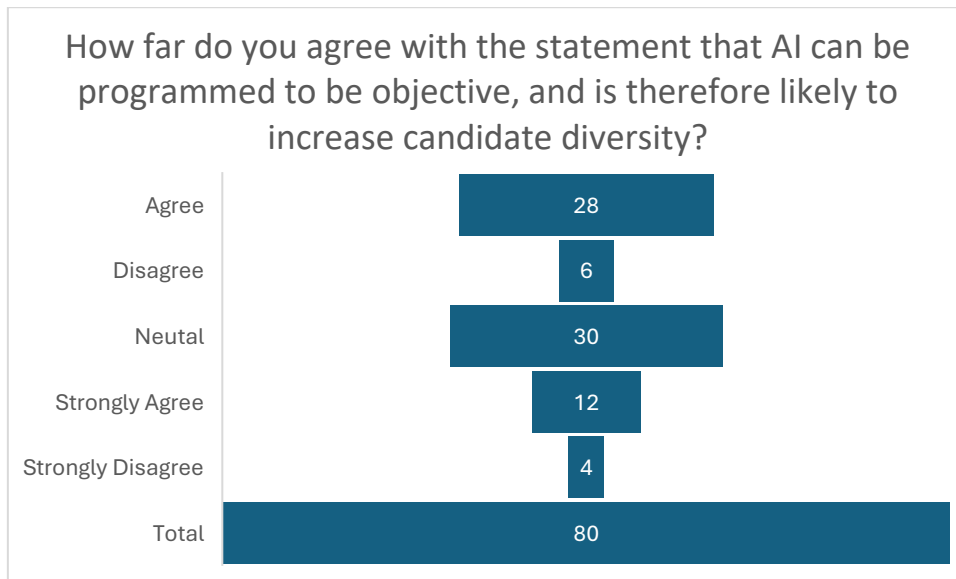


Figure 7 – Diversity results chart

4.7 Further insight into general perspectives

To what extent do you agree with the following statements?

● Strongly agree ● Agree ● Neutral ● Disagree ● Strongly disagree

The long term impact of AI driven recruitment in UK hospitality will be positive

AI will enable my organisation to experience growth in the long term

AI will have a benefit on UK hospitality talent management and employee retention in the long term

AI in UK hospitality recruitment will see the role of HR change dramatically in the long term

UK hospitality organisations will not be able to remain agile without incorporating AI driven recruitment in the long term

My biggest concern with AI tools in recruitment is that AI will eventually replace humans

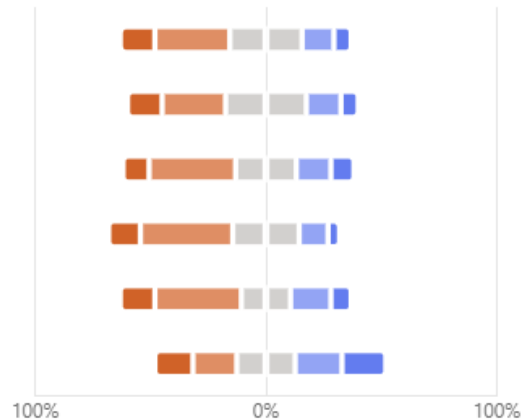


Figure 8 – The wider impact

As figure 8 depicts, 47.5% agreed that the long-term effects will be positive compared to 21.3% that disagreed. When asked if they believe that AI will bring growth to their organisation, the results were similar as 42.5% agreed that it would and 18% disagreed. Similar answers were given for the following two statements, as 48.8% agreed that AI will benefit UK hospitality talent management and employee retention compared to 25% that disagreed.

When asked if AI use would dramatically change the role of HR the majority (53.8%) agreed, compared to 17.5% who disagreed. It was also agreed by the majority (52.5%) that organisations need to incorporate AI to remain agile, compared to 26.3% that disagreed.

With a wide range of perspectives gained, it was important for the researcher to understand if respondents had experienced AI directly and were therefore answering based off of previous experience. Over half (60%) have not experienced AI in recruitment, which could provide reasoning for the high scoring neutral answers throughout. 18% have experienced it as a recruiter and 22% as a candidate. The results are shown in Figure 9.

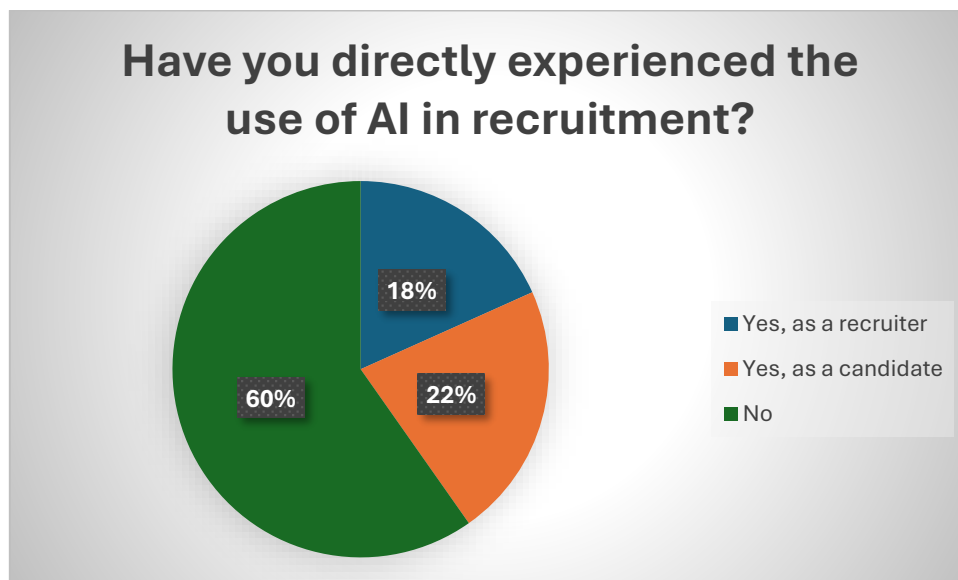


Figure 9 – Experience of AI in recruitment

The researcher also placed importance on understanding if the experience had been positive or negative, with the results depicted in Figure 10. 17% of candidates had a positive experience, whilst 4% didn't. 14% of recruiters found the experience positive compared to 5% that didn't.

Was your experience positive or negative? Select all that apply.



Figure 10 – Perspectives on personal experience

The researcher included a final optional open question to obtain additional thoughts, with full data presented in appendix 3. 17 respondents provided answers, with these including that there is excitement for the prospect of AI-driven recruitment. One respondent shared that they “look forward to seeing what our company implements” and another proactively stated that “AI is the future whether we like it or not. There is no point fighting against this wave of technological advancement/change”. Others used this final question to reiterate previous thoughts, including that humans can still “judge better” and “Ai represents speed, not quality”. A final notable comment came in the form of a question, with one respondent simply asking, “can AI work with dyslexic people?”

4.8 Cross-tabulation to test hypotheses

4.8.1 Hypothesis 1

In the first hypothesis the researcher predicted that candidates would present more resistance to the use of AI than HR professionals due to a fear of fair use.

The use of AI in hospitality recruitment would be effective and fair	Agree	Disagree	Neutral	Strongly agree	Strongly disagree	Grand Total
Hospitality Academic	4	1	5		2	12
Hospitality Employee (Management)	15	6	6	4	1	32
Hospitality Employee (Non-Management)	4	3	5	5	2	19
HR Professional	5	3	5	2	2	17
Grand Total	28	13	21	11	7	80

Figure 11 – Fair and effective use

The results show that all candidate categories presented higher numbers of responses that agreed AI use would be effective and fair. The results do not suggest that there is a heightened sense of resistance from candidates. HR professionals also mostly agreed, however, the difference in responses was not as apparent, as 7 agreed compared to 5 that disagreed. This suggests that there could actually be a bigger resistance from HR professionals than candidates.

I would trust AI to determine if I am suitable for a job role	Agree	Disagree	Neutral	Strongly agree	Strongly disagree	Grand Total
Hospitality Academic	1	2	6		3	12
Hospitality Employee (Management)	8	9	6	2	7	32
Hospitality Employee (Non-Management)	4	2	5	5	3	19
HR Professional	3	6	4		4	17
Grand Total	16	19	21	7	17	80

Figure 12 – Determining job role suitability

Interestingly, more non-management hospitality employees (candidates) agreed that they would trust AI to determine their job suitability than those that disagreed. However, all other categories saw more respondents disagree.

Hospitality recruitment requires a human connection that cannot be replicated by AI	Agree	Disagree	Neutral	Strongly agree	Strongly disagree	Grand Total
Hospitality Academic	5	1	2	4		12
Hospitality Employee (Management)	9	1	5	16	1	32
Hospitality Employee (Non-Management)	3	8	3	3	2	19
HR Professional	3	1	1	12		17
Grand Total	20	11	11	35	3	80

Figure 13 – The need for human connection

Figure 13 suggests that entry level candidates are comfortable with AI in recruitment as more respondents disagreed with the statement that a human connection is required. However, all other groups agreed. The strongest feelings were shown by those that it is expected would have most exposure to AI (HR professionals and hospitality management employees).

Figure 14 outlines where the particular categories would support the use of AI. The results show that no HR professionals would support its use in all stages of recruitment, whereas 11 candidate respondents said they would. HR professionals only show support for the use of AI in the initial stages, whereas candidates show more support throughout the process.

In what scenarios would you support the use of AI in hospitality recruitment?	Hospitality Academic	Hospitality Employee (Management)	Hospitality Employee (Non-Management)	HR Professional	Grand Total
All stages of recruitment including final decision making	1	3	7		11
Chatbots to answer application queries		1	2	4	7
Chatbots to answer application queries; Preliminary interviewing stages	2	2		1	5
Chatbots to answer application queries Preliminary interviewing stages; Screening resumes	3	4	3		10
Chatbots to answer application queries; Screening resumes	4	13	4	6	27
None of the above	1	2	2		5
Preliminary interviewing stages		1			1
Screening resumes		5	1	5	11
Screening resumes; Preliminary interviewing stages	1	1		1	3
Grand Total	12	32	19	17	80

Figure 14 – Where should AI be used

It has been determined based on the results gained, that the hypothesis is unproven, as the data outlines there is actually more resistance to AI from HR professionals than candidates. However, the overall number of responses for each category presents challenges in determining a definitive answer. The researcher acknowledges the need for additional perspectives from further numbers of respondents, and in particular from HR professionals.

4.8.2 Hypothesis 2

In the second hypothesis the researcher predicted that younger respondents would be less resistant to AI due to an expected increased understanding of technology.

The data showed that there was not an obvious divide between ages. In fact, the 44-59 age bracket which generated the same number of responses as the 18-29 age bracket produced almost identical results. 10 out of 19 respondents aged 18-29 agreed that AI should be used and 3 disagreed, compared to 11 aged 44-59 that agreed and 4 that disagreed. 2 out of 9 aged 60+ agreed, whilst 3 disagreed. This data suggests that there is no identifiable pattern in relation to age, as within one age group (60+) there is an almost even split of opinions. The results are depicted in Figure 15.

AI should be used in hospitality recruitment	18 – 29	30 – 43	44- 59	60+	Grand Total
Agree	2	14	8	2	26
Disagree	1	3	3	1	8
Neutral	6	9	4	4	23
Strongly agree	8	5	3		16
Strongly disagree	2	2	1	2	7
Grand Total	19	33	19	9	80

Figure 15 – AI use

The use of AI in hospitality recruitment would be effective and fair	Agree	Disagree	Neutral	Strongly agree	Strongly disagree	Grand Total
18 – 29	6	2	2	7	2	19
30 – 43	12	8	10	1	2	33
44-59	9	2	3	3	2	19
60+	1	1	6		1	9
Grand Total	28	13	21	11	7	80

Figure 16 – Effectiveness and fairness

Figure 16 shows again that there is not heightened resistance in the higher age brackets, as 12 of those aged 44-59 agreed that AI use would be effective, and fair compared to 13 aged 18-29. With the same number of respondents overall, this shows almost identical results.

It has been determined that this hypothesis is unproven as there were no discernible patterns of answers based on age. Furthermore, there was not an increased level of positivity towards the concept from the younger age brackets as predicted, with the research showing that those in the older brackets (44-59 and 60+) were also displaying positivity and excitement for AI-driven recruitment in UK hospitality. However, it is again concluded by the researcher that the data sample must be increased to provide an entirely definitive answer.

4.8.3 Hypothesis 3

In the third hypothesis the researcher predicted that patterns of similar response would be given based on where the respondent was born.

AI should be used in hospitality recruitment	Agree	Disagree	Neutral	Strongly agree	Strongly disagree	Grand Total
Europe	13	2	7	8	1	31
Prefer not to say		1				1
Rest of the world	2	1	4	5	2	14
UK	11	4	12	3	4	34
Grand Total	26	8	23	16	7	80

Figure 17 – Birth location of respondent

Figure 17 shows that there is limited data that would suggest patterns in response based on country of origin. Responses from those born in Europe or the UK saw higher numbers providing the same answer, but there was a more even split amongst those born in the rest of the world.

Results from Europe saw 21 out of 31 respondents agree that AI should be used, compared to 3 that disagreed and 7 that answered neutral. Similarly, 14 out of 34 UK respondents agreed, compared to 8 that disagreed and 12 that answered neutral. The answers for the UK were less separated than Europe, but still saw the majority selecting the same answers. The pattern was not evident in the rest of the world as 7 agreed, 3 disagreed and 4 remained neutral.

The long term impact of AI driven recruitment in UK hospitality will be positive	Agree	Disagree	Neutral	Strongly agree	Strongly disagree	Grand Total
Europe	13	3	7	7	1	31
Prefer not to say		1				1
Rest of the world		2	7	3	2	14
UK	13	5	11	2	3	34
Grand Total	26	11	25	12	6	80

Figure 18 – Long-term impacts

Figure 18 provides similar results as 20 out of 31 respondents born in Europe agreed that AI-driven recruitment will be positive in the long-term compared to 4 that disagreed and 7 that remained neutral. 15 out of 34 born in the UK agreed, 8 disagreed and 11 answered neutral. As before, Europe is more closely aligned but the pattern is still evident for both locations. The rest of the world remained split, as 3 strongly agreed, 4 disagreed and 7 answered neutral.

Hypothesis 3 presented similar challenges in testing due to the need for an increased sample size. Overall, there were some patterns in answering based on the birth location of the respondent, with Europe and the UK indicating sustained similarities. However, this was not apparent for those born in the rest of the world. It has been noted by the researcher that in order to accurately test this hypothesis it would be beneficial to include more detailed location options. It can be argued that the rest of the world is too broad, meaning that a lack of patterns is not surprising with a small sample size of 14 respondents covering such vast geographical locations. As a result, the hypothesis remains undetermined, with a need for further, more specific data to be obtained.

This chapter has presented the results of the primary quantitative research. The next chapter will discuss and synthesise these findings in relation to the information gathered in the literature review.

Chapter 5 Conclusion

5.1 Introduction

This chapter will discuss the results of the primary research, through analysis of the data collected and the findings of the literature review. It will also discuss the outcomes of the research objectives. The researcher will then discuss the limitations of the primary research before making recommendations for future studies.

5.2 The aim of this dissertation

The main aim was to understand the perspectives of hospitality professionals on the use of AI-driven recruitment. This aim presented the following research questions:

1. How has artificial intelligence affected recruitment processes in the UK hospitality industry, and what are the expected long-term effects?
2. What are the potential impacts to fairness and candidate diversity when artificial intelligence is used in UK hospitality recruitment?
3. What are the key concerns of HR professionals and candidates in relation to the use of artificial intelligence in UK hospitality recruitment?

These questions will be discussed and synthesised in accordance with the findings of the primary research and the literature review, and will be structured according to each objective.

5.3 Objective One - To analyse the perspectives of HR professionals and candidates on the effectiveness and fairness of AI-driven recruitment tools in the UK hospitality sector

It was important to understand why the literature review discovered that the hospitality sector currently has the highest non-adoption rate of AI technology (Evans and Heimann, 2022). Jack Kelly (2023) argues that using algorithms would enable HR to be more effective and strategic, and it would therefore be beneficial. However, would it be at the cost of effectiveness and fairness during recruitment? The primary

research discovered that 48.8% of respondents agreed that AI use would be effective, and fair compared to 25.1% that disagreed.

More specifically, 41.18% of HR professionals agreed, compared to 29.4% that disagreed. As stated by Jackson (2024) in a study by People Management there are differing perspectives held by HR professionals, so this result is not surprising. The People Management study outlined that 39% of HR professionals that they surveyed speak positively about AI in recruitment, with 33% speaking negatively. The absence of a clear majority in both data collections suggests ongoing conflict of opinions within HR. In both studies, there were HR respondents that answered neutrally. As Jackson (2024) explained, the main concern is accuracy, and this is reinforced by the results of the primary research.

In regard to the candidate pool (hospitality academics, non-management hospitality employees and management hospitality employees) the results of the primary research determined that 50.79% of candidates agreed, compared to 23.81% that disagreed. When exploring the candidate pool more specifically, there was a stark contrast in responses from management level hospitality employees with 59.38% agreeing compared to 21.88% disagreeing. The same contrast did not apply with other categories.

It is understood that management employees would be heavily involved in recruitment, and would likely have a similar understanding as those in a HR role. This would arguably be more advanced than entry level staff members and hospitality academics. It can therefore be argued that the use of AI would be effective and fair, as those expected to have a higher level of knowledge have answered in accordance with this. It can also be suggested that the conflict in answers from HR professionals is perhaps due to a preoccupation that their jobs may be changed or eradicated due to AI utilisation. As reported by Millicent Machell for The HR Magazine (2023) 43% of HR professionals that they surveyed admitted that they fear AI will replace them. Ultimately, the primary research has confirmed the findings of the literature review; that there is ongoing uncertainty and a need for transparency.

5.4 Objective Two - To identify the key factors that influence the organisational decision-making process when implementing AI recruitment tools in the UK hospitality sector

AI is encouraged from an organisational perspective due to the time saving measures and the belief that AI algorithms are accurate enough to ensure reward outweighs risk. As Yoong (2019) shared, the concept of faster and potentially improved recruitment is attractive, and is believed to be the main factor in the organisational decision-making process. The primary research further confirmed this as it was determined that 55% of respondents agree that if AI can recruit quickly then it is worthwhile.

The researcher placed emphasis on the perspectives of HR professionals and management hospitality employees, as it is understood that they are more closely involved with strategic management. 41.18% of HR professionals and 53.13% of management hospitality employees agreed that speed makes the concept worthwhile, compared to 23.53% and 25% respectively that disagreed.

The literature review also outlined the importance of cost as a motivator. As Tapp (2024) states, the avoidance of additional costs when the right candidate is selected is highly attractive. It is expensive to onboard candidates, meaning the release of HR to support talent management and increase retention is seen as a cost cutting measure. The primary research confirmed these findings as 42.5% agree that AI will bring financial benefit and result in organisational growth, and 52.3% agree that UK hospitality organisations will not remain agile without AI.

5.5 Objective Three - To evaluate the concerns that HR professionals and candidates have in relation to ethics and accuracy of AI recruitment tools in the UK hospitality industry

Fritz and Cabrera (2021) discovered that the main ethical concern for HR professionals is dehumanisation resulting in a loss of empathetic judgement. The Chartered Institute of Personnel Development (CIPD) agreed; however they did determine that if HR retains overall responsibility, rather than outsourcing the

management of AI recruitment to wider departments, then there is opportunity to operate ethically (CIPD, 2023). 65% of HR professionals and 55% of candidates agreed that AI dehumanises the recruitment process. The only subcategory with a higher number of respondents that disagreed was non-management hospitality employees.

These statistics support the findings of the literature review. As analysed in chapter 4; additional comments discovered that both HR professionals and candidates were influenced due to their perspectives on the importance of human involvement. It was outlined that hospitality roles can be trained, but personality and initiative cannot. With these skills not always translated on paper, accuracy and ethics could diminish with the use of AI. These thoughts are reinforced by Sloan (2023) who reiterates the importance of human involvement to preserve emotional intelligence.

The primary research determined that 47% of HR professionals and 60.3% of candidates agreed that unintentional bias and lack of transparency are a major concern in regard to ethics and accuracy. The insight gained provided conflicting views. Whilst some argued that bias is increased without AI due to cultural influences, others believe AI will be biased against inexperienced candidates. Whilst the primary research has demonstrated some emerging perspectives, the opposing viewpoints do command further research. Ethics and accuracy are major concerns in all aspects of organisational performance, but particularly so in recruitment and talent management (Deloitte, 2024).

5.6 Objective Four - To assess the impact of AI driven recruitment on candidate diversity in the UK hospitality industry

When considering candidate diversity, it is important to understand the legal implications of AI use. As reported by People Management in 2022, The Equality and Human Rights Commission (EHRC) provided legal guidance, and this resulted in the increasing demand for the UK Government to introduce legal requirements for AI use (Cave, 2022). There are no UK specific laws as of 2024, but the introduction of The European Artificial Intelligence Act 2024 has suggested that the UK may implement similar legislation (Jackson, 2024).

With acknowledgment of potential discrimination against older people, those with basic technology skills and those that are disabled (Gov.UK, 2024), the researcher placed importance on understanding the perspectives of their respondents. The results show that the level of concern is not actually as high as expected. 50% of respondents agree that as AI can be programmed to be objective it will improve candidate diversity, compared to 13% that disagreed. The remaining respondents were neutral. Overall, the primary research suggests that the perspectives of those directly impacted by the use of AI in UK hospitality recruitment believe that it will have a positive impact on candidate diversity.

56.25% of respondents agreed that those with an increased knowledge of technology have an advantage compared to 13.75% that disagreed and 30% who remained neutral. This shows that the concerns held by the EHRC are echoed by those that will be affected by the use of AI. The primary research has therefore discovered that whilst there is potential for positive impacts on candidate diversity, there is still a risk of discrimination, and so the call for relevant regulations is reinforced.

The researcher acknowledges a potential shortcoming raised by the primary research being anonymous, as it has not been possible to determine the diversity of respondents. Whilst the survey request was sent to a diverse group of contacts, the researcher is unaware of who actually completed the survey as they encouraged wider sharing. Of course, a non-diverse group can hold diverse opinions, however this likelihood is reduced and must be appreciated.

As stated by Cleave (2021), the benefits of anonymous surveys include higher response rates and honesty. However, drawbacks include the risk of non-diverse participants as mentioned above. Nevertheless, the researcher did ensure demographic questions were included, which enables easier identification of skewed results (Stantcheva, 2023).

[5.7 Objective Five - To assess the long-term impact of incorporating AI into recruitment processes in the UK hospitality sector](#)

It is vital when incorporating AI to ensure that it enhances the work of the human representative instead of replacing it (Lee and Cha, 2022). Kircherr et al. (2024) explain that there is a demand for more strategic HR outputs, and AI incorporation will see this transpire. Ruel and Njoku (2020) further reinforce this by suggesting that human HR professionals will see increased efficiency through offloading menial tasks. With this considered, it is clear that AI use in recruitment is going to increase, meaning that focus is shifting from whether it should be used, to how it can be used effectively (CIPD, 2023).

The current research is limited in regard to AI-driven recruitment in the UK hospitality industry, and so the researcher placed emphasis on understanding what their respondents thought the long-term impact would be. The data compiled shows that 47.5% agree that the long-term impact will be positive.

42.5% agreed that AI will bring organisational growth, 48.75% agreed that AI will benefit talent management and employee retention, and 52.5% agreed that AI will ensure long-term agility. These positive attitudes suggest that those impacted are appreciating the documented value in terms of saving costs and time, and reassigning HR to focus on talent management (Mujtaba and Mahapatra, 2024).

Interestingly, when asked if their biggest concern is that AI will replace humans, there was an almost even divide of 35% agreeing, 36.25% disagreeing, and 28.75% remaining neutral. As Machell (2023) explained, it is unlikely that humans will be replaced by machines, however the primary research demonstrates that concern remains, and reinforces that transparency is required to mitigate potentially unrealistic fears from escalating. As Berruti et al. (2020) outlined, the idea of AI operating without human influence provides conflicting opinions, with roboticist Rodney Brooks suggesting it could be as far away as 2300, whilst professor of computer science Richard Sutton argues 2030 is a more likely estimation.

5.8 Hypotheses testing

Singh (2023) explains that a hypothesis is “based on the existing body of knowledge” and is outlined prior to quantitative data collection. As outlined previously, the researcher tested three hypotheses, with the preoccupation of ensuring “specificity, clarity and testability” (Jansen, 2020).

As explained in chapter 4, it has been determined that it is unproven that candidates resist AI more than HR professionals, and unproven that younger age brackets show less resistance to AI. However, a larger sample size would provide enhanced exactitude. It remained undetermined whether country of origin influences perspectives as the data sample was not large enough for a concrete determination. The hypotheses testing was valuable as it provided results to complement the literature review, and a basis for future research.

5.9 Limitations

The sample size was not large enough to enable concrete determinations in relation to the hypotheses. The researcher was limited due to time constraints that prevented a larger number of questionnaire responses being obtained. For example, 43% of HR professionals surveyed by The HR Magazine stated that they believe AI will eradicate their positions (Machell, 2023), however only 5% of those surveyed by People Management agreed (Jackson, 2024). It has not been possible to identify a clear trend with only 17 HR professional responses to analyse.

The researcher explored the use of a more sophisticated analysis tool such as Statistical Package for Social Sciences (SPSS), but due to having no prior exposure, and a lack of time to learn, it was determined inappropriate to attempt. Whilst the analysis and synthesis has shown that the tools used were competent, the data would benefit from more advanced statistical analysis to “uncover missing data patterns” (Awati, 2018) and enable more complex trend identification to test hypotheses.

5.10 Recommendations

A mixed methods approach in future research would enable a higher qualitative data response. The optional open questions that were included provided valuable information that requires further exploration. As suggested by Gelo et al. (2008), a combination of quantitative and qualitative data can ensure a deeper understanding and so it is recommended for future researchers to conduct focus groups and interviews.

The primary research discovered the need for clarity of AI use, and so it is recommended that hospitality organisations communicate AI use to applicants during the recruitment process. This transparency would enable organisations to ensure that candidates understand they are utilising “a tool for attracting and engaging more of the right people” (Mackensie, 2024) rather than absolving responsibility for ease and reduction of time.

Insight has been gained that emphasises the importance of human connection. The risk of the incorrect skill set being deemed appropriate by AI could result in detrimental effects on recruitment and talent management. It is therefore recommended that hospitality organisations increase their research of the concept before taking steps to implement further. This will enable informed decision making to mitigate bias, meaning organisations can utilise AI strategically and ethically (Kircherr et al., 2024). It is clear that AI is not going away, and so education is key to ensure consistency and accuracy (Green, 2024).

5.11 Conclusion

The limitations and recommendations reiterate the importance of gaining wider understanding of AI-driven recruitment in UK hospitality. The primary research complements and adds credibility to existing research. However, as the subject matter is an evolving concept, continued attention is required to ensure transparency and fair use. This dissertation can immediately contribute to future studies and industry practices, which reinforces its importance for academia and business. Future research would be beneficial, however, the insight gained provides clear direction on how to mitigate risks and ensure the use of AI in UK hospitality recruitment is fair.

Bibliography

Abbot, L and Hilgers, L. (2023) "How AI Will Change Hiring | LinkedIn."

www.linkedin.com, [online], available at:

<https://www.linkedin.com/business/talent/blog/talent-acquisition/how-ai-will-change-hiring>. Accessed 2 Dec. 2024.

Cognisess Admin. (2019) "Hotel Giant IHG Gained a 97% Positive Applicant Experience Using Predictive People Analytics - Can This along with Other Benefits Be Easily Achieved by Other Companies?" *Cognisess*, [online], available at: <https://cognisess.com/hotel-giant-ihg-gained-a-97-positive-applicant-experience-using-predictive-people-analytics-can-these-along-with-other-benefits-be-easily-achieved-by-other-companies/>. Accessed 3 Nov. 2024.

Adu, J., Fordjour Owusu, M., Martin-Yeboah, E., Pino Gavidia, L.A and Gyamfi, S. (2022) "A Discussion of Some Controversies in Mixed Methods Research for Emerging Researchers." *Methodological Innovations*, vol. 15, no. 3. *sagepub*, [online], available at:

<https://journals.sagepub.com/doi/full/10.1177/20597991221123398>,

<https://doi.org/10.1177/20597991221123398>. Accessed 4 Nov. 2024.

Albassam, W.A. (2023) "The Power of Artificial Intelligence in Recruitment: An Analytical Review of Current AI-Based Recruitment Strategies." *International Journal of Professional Business Review*, vol. 8, no. 6, [online], available at:

<https://openaccesssojs.com/JBReview/article/view/2089/969>,

<https://doi.org/10.26668/businessreview/2023.v8i6.2089>. Accessed 2 Dec. 2024.

Alharahsheh, H and Pius, A. (2020) "A Review of Key Paradigms: Positivism vs Interpretivism." *Global Academic Journal of Humanities and Social Sciences*, vol. 2, no. 3, pp. 39–43, [online], available at:

https://gajrc.com/media/articles/GAJHSS_23_39-43_VMGJbOK.pdf,

<https://doi.org/10.36348/gajhss.2020.v02i03.001>. Accessed 24 Oct. 2024.

Almeida, F., Faria, D and Queiros, A. (2017) “Strengths and Limitations of Qualitative and Quantitative Research Methods.” *ResearchGate*, [online], available at: https://www.researchgate.net/publication/319852576_Strengths_and_Limitations_of_Qualitative_and_Quantitative_Research_Methods. Accessed 7 Nov. 2024.

Altman, S. (2023) “Planning for AGI and Beyond.” *OpenAI*, [online], available at: <https://openai.com/index/planning-for-agi-and-beyond/>. Accessed 2 Oct. 2024.

Awati, R. (2018) “What Is SPSS (Statistical Package for the Social Sciences) ? - Definition from WhatIs.com.” *TechTarget*, [online], available at: <https://www.techtarget.com/whatis/definition/SPSS-Statistical-Package-for-the-Social-Sciences>. Accessed 25 Nov. 2024.

BBC News. (2015) “Five Things about Japan’s Robot Hotel.” *BBC News*, [online], available at: <https://www.bbc.co.uk/news/world-asia-33562368>. Accessed 3 Nov. 2024.

Berruti, F., Nel, P and Whiteman, R. (2020) “An Executive Primer on Artificial General Intelligence | McKinsey.” www.mckinsey.com, [online], available at: <https://www.mckinsey.com/capabilities/operations/our-insights/an-executive-primer-on-artificial-general-intelligence>. Accessed 28 Sept. 2024.

Biggam, J. (2015) *Succeeding with Your Master’s Dissertation : A Step-By-Step Handbook*. Third ed., Open University Press; Milton Keynes.

Bosshardt, W., Jennings, A and Davies, P. (2024) “Why It Works: Using Qualitative Methods in Economic Education Research.” *The Journal of Economic Education*, vol. 55, no. 4, pp. 479–494, [online], available at: <https://www.tandfonline.com/doi/full/10.1080/00220485.2024.2389941?scroll=top&nedAccess=true#abstract>, <https://doi.org/10.1080/00220485.2024.2389941>. Accessed 26 Sept. 2024.

Brione, P and Day, S. (2023) “Artificial Intelligence and Employment Law.” *UK Parliament*, House of Commons Library, [online], available at: <https://researchbriefings.files.parliament.uk/documents/CBP-9817/CBP-9817.pdf>. Accessed 1 Oct. 2024.

Brooks, R. (2017) “[FoR&AI] the Seven Deadly Sins of Predicting the Future of AI – Rodney Brooks.” *Rodney Brooks, Robots, AI, and Other Stuff*, [online], available at: <https://rodneybrooks.com/the-seven-deadly-sins-of-predicting-the-future-of-ai/>. Accessed 28 Sept. 2024.

Brooks, R. (2024) “Three Laws of Artificial Intelligence – Rodney Brooks.” *Rodneybrooks.com*, [online], available at: rodneybrooks.com/rodney-brooks-three-laws-of-artificial-intelligence/. Accessed 28 Sept. 2024.

Cave, D. (2022) “EHRC Guidance on AI Bias Is the Right Move for Equality, Experts Say.” www.peoplemanagement.co.uk, [online], available at: <https://www.peoplemanagement.co.uk/article/1798200/ehrc-guidance-ai-bias-right-move-equality-experts-say>. Accessed 1 Oct. 2024.

Cicero, L. (2024) “Sync Microsoft Forms Data to Excel for the Web.” *TECHCOMMUNITY.MICROSOFT.COM*, [online], available at: <https://techcommunity.microsoft.com/t5/microsoft-365-insider-blog/sync-microsoft-forms-data-to-excel-for-the-web/ba-p/4223571>. Accessed 28 Oct. 2024.

CIPD. (2023) “AI in the Workplace: What’s Ethical?” *CIPD*, [online], available at: <https://www.cipd.org/en/knowledge/webinars/responsible-use-ai-workplace/>. Accessed 21 Aug. 2024.

CIPD. (n.d.) “CIPD | Automation, AI and Technology.” *CIPD*, [online], available at: www.cipd.org/uk/views-and-insights/cipd-viewpoint/automation-ai-technology/#:~:text=When%20using%20AI%20to%20shortlist. Accessed 19 Sept. 2024.

CIPD. (2021) “CIPD | Technology and the Future of Work | Factsheets.” *CIPD*, [online], available at: <https://www.cipd.org/en/knowledge/factsheets/emerging-future-work-factsheet/>. Accessed 21 Aug. 2024.

Cleave, P. (2021) “The Benefits of Anonymous Surveys.” *SmartSurvey*, [online], available at: <https://www.smartsurvey.co.uk/blog/the-benefits-of-anonymous-surveys>. Accessed 2 Dec. 2024.

Conlin, B. (2019). Last updated (2023) "Popular Management Theories Decoded." *Business.com*, [online], available at: <https://www.business.com/articles/popular-management-theories-decoded/>. Accessed 1 Oct. 2024.

Crossley, J. (2021) "Dissertation Conclusion Chapter 101 (Including Examples)." *Grad Coach*, [online], available at: <https://gradcoach.com/dissertation-conclusion-chapter/>. Accessed 2 Dec. 2024.

Dastin, J. (2018) "Insight - Amazon Scraps Secret AI Recruiting Tool That Showed Bias against Women." *Reuters*, [online], available at: <https://www.reuters.com/article/world/insight-amazon-scraps-secret-ai-recruiting-tool-that-showed-bias-against-women-idUSKCN1MK0AG/>. Accessed 7 Sept. 2024.

Deloitte. (2024) "AI Ethicist & AI Bias." *Deloitte United States*, [online], available at: <https://www2.deloitte.com/us/en/pages/consulting/articles/ai-ethicist-and-ai-bias.html>. Accessed 22 Oct. 2024.

Dentons. (2024) "Government Publishes Guidance on AI in Recruitment Processes." [Www.dentons.com](http://www.dentons.com), [online], available at: <https://www.dentons.com/en/insights/articles/2024/may/7/government-publishes-guidance-on-ai-in-recruitment-processes>. Accessed 2 Dec. 2024.

Drage, E and Mackereth, K. (2022) "Does AI Debias Recruitment? Race, Gender, and AI's "Eradication of Difference."" *Philosophy & Technology*, vol. 35, no. 4, [online], available at: <https://www.proquest.com/docview/2723284457/418CB90C061A447DPQ/1?sourcetype=Scholarly%20Journals>, <https://doi.org/10.1007/s13347-022-00543-1>. Accessed 21 Aug. 2024.

Dudovskiy, J. (2019) "Interpretivism (Interpretivist) Research Philosophy." *Business Research Methodology*, [online], available at: <https://research-methodology.net/research-philosophy/interpretivism/>. Accessed 24 Oct. 2024.

Dudovskiy, J. (2024) "Positivism - Research Methodology." *Business Research Methodology*, [online], available at: <https://research-methodology.net/research-philosophy/positivism/>. Accessed 24 Oct. 2024.

Efrat Efron, S and Ravid, R. (2018) *Writing the Literature Review : A Practical Guide*. The Guilford Press, [online], available at: <https://ebookcentral.proquest.com/lib/trinity/reader.action?docID=5522670>. Accessed 20 Sept. 2024.

EHL Insights. (2023) "Hospitality Industry Data and Key Statistics: 2024 Update." *Hospitalityinsights.ehl.edu*, [online], available at: <https://hospitalityinsights.ehl.edu/hospitality-industry-statistics>. Accessed 3 Oct. 2024.

Emerald Publishing. (2021) "Using Mixed Methods Research ." *Emerald Publishing*, [online], available at: <https://www.emeraldgrouppublishing.com/how-to/research-methods/using-mixed-methods-research>. Accessed 4 Nov. 2024.

Emerald Publishing. (2024) "Write an Article Abstract | Emerald Publishing." [Www.emeraldgrouppublishing.com](https://www.emeraldgrouppublishing.com), [online], available at: <https://www.emeraldgrouppublishing.com/how-to/authoring-editing-reviewing/write-article-abstract>. Accessed 2 Dec. 2024.

Evans, A and Heimann, A. (2022) "AI Activity in UK Businesses." *Assets.publishing.service.gov.uk*, [online], available at: https://assets.publishing.service.gov.uk/media/61d87355e90e07037668e1bd/AI_Activity_in_UK_Businesses_Report__Capital_Economics_and_DCMS__January_2022__Web_accessible_.pdf. Accessed 2 Oct. 2024.

Ferron, D., Lomas, A and Fox, P. (2020) "Will HR Transformation Be the Thread That Ties Value to Experiences?" [Www.ey.com](https://www.ey.com), [online], available at: https://www.ey.com/en_gl/insights/workforce/future-hr. Accessed 3 Nov. 2024.

Fink, M. (2020) "How to Write a Dissertation Abstract (with Examples)." *Grad Coach*, [online], available at: <https://gradcoach.com/what-is-a-dissertation-abstract/>. Accessed 2 Dec. 2024.

Fisher, Colin. (2010) *Researching and Writing a Dissertation : An Essential Guide for Business Students*. 3rd ed., México, Pearson Educación, [online], available at: https://books.google.co.uk/books?id=tUTutM1isjUC&printsec=frontcover&source=gb_s_ge_summary_r&cad=0#v=onepage&q&f=false. Accessed 22 Aug. 2024.

Fraraccio, M. (2020) "Human Relations Management Theory Basics." *Business.com*, [online], available at: <https://www.business.com/articles/human-relations-management-theory-basics/>. Accessed 22 Oct. 2024.

Frith, B. (2017) "HR Magazine - Most AI Adopters Will Retain Replaced Employees." *HR Magazine*, [online], available at: <https://www.hrmagazine.co.uk/content/news/most-ai-adopters-will-retain-replaced-employees>. Accessed 1 Oct. 2024.

Fritts, M and Cabrera, F. (2021) "AI Recruitment Algorithms and the Dehumanization Problem." *Ethics and Information Technology*, vol. 23, no. 4, [online], available at: <https://link.springer.com/article/10.1007/s10676-021-09615-w>. Accessed 21 Aug. 2024.

Furseth, I and Larry Everett, E. (2013) *Doing Your Master's Dissertation : From Start to Finish*. London, England ; Thousand Oaks, California, Sage, [online], available at: <https://ebookcentral.proquest.com/lib/trinity/reader.action?docID=1191085>. Accessed 3 Sept. 2024.

Gelo, O., Braakmann, D and Benetka, G. (2008) "Quantitative and Qualitative Research: Beyond the Debate." *Integrative Psychological and Behavioral Science*, vol. 42, no. 3, pp. 266–290, link.springer.com/article/10.1007/s12124-008-9078-3. Accessed 25 Nov. 2024.

Gibson Kanner, M. (2024) "An inside Look at Our Job Application & Hiring Processes." *Life at Marriott Blog*, [online], available at: <https://life.marriott.com/blog/hiring-process/>. Accessed 4 Dec. 2024.

Gonçalves, B. (2022) "Can Machines Think? The Controversy That Led to the Turing Test." *AI & SOCIETY*, vol. 38, [online], available at: <https://link.springer.com/article/10.1007/s00146-021-01318-6>, <https://doi.org/10.1007/s00146-021-01318-6>. Accessed 28 Sept. 2024.

GOV.UK. (2018) "Data Protection Act." *GOV.UK*, www.gov.uk, [online], available at: <https://www.gov.uk/data-protection>. Accessed 22 Oct. 2024.

GOV.UK. (2010) "Equality Act 2010." *Legislation.gov.uk*, Gov.uk, [online], available at: <https://www.legislation.gov.uk/ukpga/2010/15/contents>. Accessed 21 Oct. 2024.

GOV.UK. (2023) "Hospitality Strategy: Reopening, Recovery, Resilience." *GOV.UK*, [online], available at: <https://www.gov.uk/government/publications/hospitality-strategy-reopening-recovery-resilience/hospitality-strategy-reopening-recovery-resilience>. Accessed 3 Oct. 2024.

GOV.UK. (2024) "Responsible AI in Recruitment." *GOV.UK*, [online], available at: <https://www.gov.uk/government/publications/responsible-ai-in-recruitment-guide/responsible-ai-in-recruitment>. Accessed 21 Oct. 2024.

Green, C. (2024) "Redefining Human Resource Management: The Pros and Cons of AI Integration." *TheHRDIRECTOR*, [online], available at: <https://www.thehrdirector.com/redefining-human-resource-management-pros-cons-ai-integration/>. Accessed 21 Oct. 2024.

Haak, T. (2017) "HR Operations Is the Most Important Part of HR | by the HR Trend Institute." *HR Trend Institute*, [online], available at: <https://hrtrendinstitute.com/2017/02/20/hr-operations-in-the-lift/>. Accessed 3 Nov. 2024.

Hans, I. (2021) "Top 10 HR Models Every Human Resources Professional Should Know - SSR." www.selectsoftwarereviews.com, [online], available at: <https://www.selectsoftwarereviews.com/blog/top-10-hr-models>. Accessed 1 Oct. 2024.

Harrington, S. (2017) "How International Hotel Giant IHG Is Using Artificial Intelligence to Bring HR and Recruitment Benefits." *The People Space*, [online], available at: <https://www.thepeoplespace.com/practice/articles/how-international-hotel-giant-ihg-using-artificial-intelligence-bring-hr-and>. Accessed 7 Sept. 2024.

Harvard Catalyst. (2022) "Mixed Methods Research." *Harvard Catalyst*, [online], available at: <https://catalyst.harvard.edu/community-engagement/mmr/>. Accessed 2 Dec. 2024.

Hilton. (2024) "Hotels in United Kingdom - Find Hotels." *Hilton*, [online], available at: <https://www.hilton.com/en/locations/united-kingdom/>. Accessed 19 Sept. 2024.

HireVue. (2024) "Ethical AI in Online Hiring| Assessment Bias | HireVue." *Hirevue.com*, [online], available at: <https://www.hirevue.com/legal/ai-ethics>. Accessed 20 Oct. 2024.

Hollander, J. (2024) "AI in the Hospitality Industry: Here's What You Need to Know." *Hotel Tech Report*, [online], available at: <https://hoteltechreport.com/news/ai-in-hospitality>. Accessed 20 Oct. 2024.

Hooson, M. (2024) "UK Artificial Intelligence (AI) Statistics and Trends in 2024." *Forbes Advisor UK*, [online], available at: <https://www.forbes.com/uk/advisor/business/software/uk-artificial-intelligence-ai-statistics-2024/>. Accessed 16 Sept. 2024.

Horodyski, P. (2023) "Applicants' Perception of Artificial Intelligence in the Recruitment Process." *Computers in Human Behavior Reports*, vol. 11, [online], available at: <https://www-sciencedirect-com.ezproxy.uwtsd.ac.uk/science/article/pii/S2451958823000362?via%3Dihub>, <https://doi-org.ezproxy.uwtsd.ac.uk/10.1016/j.chbr.2023.100303>. Accessed 21 Aug. 2024.

Hu, Y and Min, H (K). (2023) "The Dark Side of Artificial Intelligence in Service: The "Watching-Eye" Effect and Privacy Concerns." *International Journal of Hospitality Management*, vol. 110, no. 110, p. 103437, [online], available at: <https://www.sciencedirect.com/science/article/abs/pii/S0278431923000117>, <https://doi.org/10.1016/j.ijhm.2023.103437>. Accessed 1 Oct. 2024.

IBM. (2024) "Data Visualization - IBM SPSS Statistics." *ibm.com*, [online], available at: <https://www.ibm.com/products/spss-statistics/data-visualization>. Accessed 25 Nov. 2024.

ICO. (2023) "What Are the Accountability and Governance Implications of AI?" *ico.org.uk*, [online], available at: <https://ico.org.uk/for-organisations/uk-gdpr-guidance-and-resources/artificial-intelligence/guidance-on-ai-and-data-protection/what-are-the-accountability-and-governance-implications-of-ai/>. Accessed 22 Oct. 2024.

IHG. (2023) *True Hospitality for Good*, [online], available at: <https://www.ihgplc.com/~media/Files/I/Ihg-Plc/investors/annual-report/2023/annual-report-2023.pdf>

IHG Hotels & Resorts. (2019) "Drivers of Change in Hospitality." *InterContinental Hotels Group PLC*, [online], available at: <https://www.ihgplc.com/en/news-and-media/research-centre/drivers-of-change-in-hospitality>. Accessed 20 Oct. 2024.

Indeed Editorial Team (2024). "Artificial Intelligence in Recruitment: Types and Benefits." *Indeed Career Guide*, [online], available at: <https://uk.indeed.com/career-advice/career-development/artificial-intelligence-in-recruitment>. Accessed 2 Dec. 2024.

Jackson, I. (2024) "EU AI Act Comes into Force – Should the UK Follow Suit?" *Peoplemanagement.co.uk*, PeopleManagement, [online], available at: <https://www.peoplemanagement.co.uk/article/1883214/eu-ai-act-comes-force-%E2%80%93-uk-follow-suit>. Accessed 21 Oct. 2024.

Jackson, I. (2024) "Just 5 per Cent of HR Leaders Think AI Will Replace Their Jobs, Research Finds." www.peoplemanagement.co.uk, [online], available at: <https://www.peoplemanagement.co.uk/article/1856299/just-5-per-cent-hr-leaders-think-ai-will-replace-jobs-research-finds>. Accessed 21 Oct. 2024.

Jackson, I. (2024) "Over Half of Employees Are Uncomfortable with HR Teams Using AI, Survey Finds." *Peoplemanagement.co.uk*, PeopleManagement, [online], available at: <https://www.peoplemanagement.co.uk/article/1868607/half-employees-uncomfortable-hr-teams-using-ai-survey-finds>. Accessed 2 Oct. 2024.

Jansen, D. (2021) "Dissertation Results & Findings Chapter (Quantitative)." *Grad Coach*, [online], available at: <https://gradcoach.com/quantitative-results-analysis/>. Accessed 22 Nov. 2024.

Jansen, D. (2020) "What Is a Research Hypothesis? A Simple Definition." *Grad Coach*, [online], available at: <https://gradcoach.com/what-is-a-research-hypothesis-or-scientific-hypothesis/>. Accessed 2 Dec. 2024.

Jiwnani, L. (2024) "AI's Transformative Role in the Hospitality Industry | Deloitte UK." *Www.deloitte.com*, [online], available at:

<https://www.deloitte.com/uk/en/Industries/consumer/blogs/embracing-the-future-ais-transformative-role-in-hospitality.html>. Accessed 3 Oct. 2024.

Kelly, J. (2023) "How AI-Powered Tech Can Help Recruiters and Hiring Managers Find Candidates Quicker and More Efficiently." *Forbes*, [online], available at:

<https://www.forbes.com/sites/jackkelly/2023/03/15/how-ai-powered-tech-can-help-recruiters-and-hiring-managers-find-candidates-quicker-and-more-efficiently/>.

Accessed 16 Sept. 2024.

Kim, J-Y and Heo, WG. (2021) "Artificial Intelligence Video Interviewing for Employment: Perspectives from Applicants, Companies, Developer and Academicians." *Information Technology & People*, vol. 35, no. 3, [online], available at:

<https://www.proquest.com/docview/2645509558?accountid=130472&parentSessionId=p77NgqH4ecR0me4TTPJ5l2Q9PJdUXcwvAxOAJ%2Fhsy18%3D&pq-origsite=primo&sourcetype=Scholarly%20Journals>, <https://doi.org/10.1108/itp-04-2019-0173>. Accessed 21 Aug. 2024.

Kircherr, J., Maor, D., Rupiotta, K and Weerda, K. (2024) "Four Ways to Start Using Generative AI in HR." *Www.mckinsey.com*, [online], available at:

<https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-organization-blog/four-ways-to-start-using-generative-ai-in-hr>. Accessed 20 Sept. 2024.

Kurter, H L. (2019) "How Hilton Reduced Their Time to Hire from 43 Days down to 5." *Forbes*, [online], available at:

<https://www.forbes.com/sites/heidilynnekurter/2019/09/19/how-hilton-reduced-their-time-to-hire-from-43-days-down-to-5/>. Accessed 30 Sept. 2024.

LeapIn AI. (2024) "Hilton: Unleashing the Power of AI, Finding the Perfect Culture Fit." *Medium*, [online], available at: <https://medium.com/@LeapIn.io/hilton-unleashing-the-power-of-ai-finding-the-perfect-culture-fit-4d726c17fa70>.

Accessed 20 Oct. 2024.

Lee, C and Cha, K. (2023) "FAT-CAT—Explainability and Augmentation for an AI System: A Case Study on AI Recruitment-System Adoption." *International Journal of Human-Computer Studies*, vol. 171, [online], available at: <https://www-sciencedirect-com.ezproxy.uwtsd.ac.uk/science/article/pii/S107158192200194X?via%3Dihub>, <https://doi-org.ezproxy.uwtsd.ac.uk/10.1016/j.ijhcs.2022.102976>. Accessed 21 Aug. 2024.

Lefever, S., Dal, M and Matthiasdottir, A. (2007) "Online Data Collection in Academic Research: Advantages and Limitations." *British Journal of Educational Technology*, vol. 38, no. 4, pp. 574–582, [online], available at: https://bera-journals.onlinelibrary.wiley.com/doi/epdf/10.1111/j.1467-8535.2006.00638.x?saml_referrer. Accessed 2 Dec. 2024.

Loveday, S J. (2024) "HR's Role in Making Sure AI Is Ethical." *Peoplemanagement.co.uk*, PeopleManagement, [online], available at: <https://www.peoplemanagement.co.uk/article/1873951/hrs-role-making-sure-ai-ethical>. Accessed 21 Oct. 2024.

Lytton, C. (2024) "AI Hiring Tools May Be Filtering out the Best Job Applicants." *BBC*, [online], available at : <https://www.bbc.com/worklife/article/20240214-ai-recruiting-hiring-software-bias-discrimination>. Accessed 2 Dec. 2024.

Machell, M. (2023) "AI Guaranteed to Go Wrong, Says MP." *HR Magazine*, [online], available at: <https://www.hrmagazine.co.uk/content/news/ai-guaranteed-to-go-wrong-says-mp>. Accessed 1 Oct. 2024.

Machell, M. (2023) "HR Magazine - HR and AI: How Can HR Use AI Effectively and Ethically?" *HR Magazine*, [online], available at: <https://www.hrmagazine.co.uk/content/news/hr-and-ai-how-can-hr-use-ai-effectively-and-ethically>. Accessed 1 Oct. 2024.

Machell, M. (2023) "HR Magazine - HR Managers Worried AI Will Replace Them." *HR Magazine*, [online], available at: <https://www.hrmagazine.co.uk/content/news/hr-managers-worried-ai-will-replace-them>. Accessed 1 Oct. 2024.

Mackenzie, J. (2024) "AI for Hotels: A Guide to Artificial Intelligence for Hospitality Leaders." *Hotel Operations*, [online], available at: https://hoteloperations.com/ai-hotels-hospitality/#AI_is_already_all_around_us. Accessed 20 Oct. 2024.

Mahon, H and McFarlane, G. (2024). "AI in Recruitment: Revolutionary or a Threat to Rights?" www.peoplemanagement.co.uk, [online], available at: <https://www.peoplemanagement.co.uk/article/1874353/ai-recruitment-revolutionary-threat-rights>. Accessed 21 Oct. 2024.

Manlapig, M. (2024) "Japan Tourism Firm HIS Group Upgrades Amenities for Henn Na Hotel Chain." *Travel Daily Media*, [online], available at: <https://www.traveldailymedia.com/japan-tourism-firm-his-group-upgrades-amenities-for-henn-na-hotel-chain/>. Accessed 3 Nov. 2024.

May, G L., Thompson, M.A and Hebblethwaite, J. (2012) "A Process for Assessing and Improving Business Writing at the MBA Level." *Business Communication Quarterly*, vol. 75, no. 3, pp. 252–270, [online], available at: <https://journals.sagepub.com/doi/full/10.1177/1080569912441822>, <https://doi.org/10.1177/1080569912441822>. Accessed 2 Dec. 2024.

MBA Project Guide. (2024) "Tips for Presenting Your MBA Project Findings." *Linkedin.com*, [online], available at: <https://www.linkedin.com/pulse/tips-presenting-your-mba-project-findings-mbaprojects-gdodc/>. Accessed 23 Nov. 2024.

McKinsey & Company. (2024) "What Is AI? ." *Www.mckinsey.com*, McKinsey & Company, [online], available at: <https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-is-ai>. Accessed 28 Sept. 2024.

McKinsey & Company. (2024) "What Is Generative AI?" *Www.mckinsey.com*, McKinsey & Company, [online], available at: <https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-is-generative-ai>. Accessed 28 Sept. 2024.

McLean, S., Read, G.J.M, Thompson, J., Baber, C., Stanton, N.A. and Salmon, P.M. (2021) "The Risks Associated with Artificial General Intelligence: A Systematic Review." *Journal of Experimental & Theoretical Artificial Intelligence*, vol. 35, no. 5, pp. 1–17, [online], available at: <https://www.tandfonline.com/doi/full/10.1080/0952813X.2021.1964003#d1e212>, <https://doi.org/10.1080/0952813x.2021.1964003>. Accessed 2 Oct. 2024.

Monisha R. (2015) "Inside Japan's First Robot-Staffed Hotel." *The Guardian*, The Guardian, [online], available at: <https://www.theguardian.com/travel/2015/aug/14/japan-henn-na-hotel-staffed-by-robots>. Accessed 3 Nov. 2024.

Montesa, M. (2024) "AI Recruiting in 2024: The Definitive Guide" *Phenom*, [online], available at: <https://www.phenom.com/blog/recruiting-ai-guide>. Accessed 2 Dec. 2024.

MTestHub. (2024) "How Unilever, Hilton, Goldman Sachs & More Leverage AI to Find Top Talent Faster & Reduce Bias." www.linkedin.com, [online], available at: <https://www.linkedin.com/pulse/how-unilever-hilton-goldman-sachs-more-leverage-ai-find-top-talent-t18me/>. Accessed 4 Nov. 2024.

Mujtaba, D.F and Mahapatra, N.R. (2024) "Fairness in AI-Driven Recruitment: Challenges, Metrics, Methods, and Future Directions." Cornell University Library, [online], available at: <https://arxiv.org/abs/2405.19699>.

Munther, M., Zyoud, M M., Tahani, R K and Bsharat, T R.K. (2024) "Quantitative Research Methods: Maximizing Benefits, Addressing Limitations, and Advancing Methodological Frontiers" *ResearchGate*, unknown, [online], available at: https://www.researchgate.net/publication/379655878_Quantitative_Research_Methods_Maximizing_Benefits_Addressing_Limitations_and_Advancing_Methodological_Frontiers. Accessed 24 Oct. 2024.

Neaves, K. (2021) "Positively Impacting the Lives of 30 Million People – Cognisess." *Cognisess*, [online], available at: <https://cognisess.com/positively-impacting-the-lives-of-30-million-people/>. Accessed 3 Nov. 2024.

Nickerson, C. (2024) "Bureaucratic Management Theory of Max Weber." *Simply Psychology*, [online], available at: <https://www.simplypsychology.org/bureaucratic-theory-weber.html>. Accessed 3 Nov. 2024.

Nicolas, A. (2021) "Hypothesis Testing." *Research Prospect*, [online], available at: <https://www.researchprospect.com/hypothesis-testing/>. Accessed 2 Dec. 2024.

Nita, A. (2024) "How AI and Data Analytics Are Transforming Guest Services." *Hotel Management*, [online], available at: <https://www.hotelmanagement.net/tech/how-ai-and-data-analytics-are-transforming-guest-services>. Accessed 3 Nov. 2024.

Norman, J. (2022) "The Impact of AI on the UK's Hospitality Industry." www.hopsy.co.uk, [online], available at: <https://www.hopsy.co.uk/post/the-impact-of-ai-on-the-uks-hospitality-industry>. Accessed 20 Oct. 2024.

O'Connor, A. (2021) *A Qualitative Study into the Practicality of AI as a Tool for Recruitment and Selection Master of Arts in Human Resource Management National College of Ireland*, [online], available at: <https://norma.ncirl.ie/5339/1/ailbheoconnor.pdf>

Opsal, T., Wolgemuth, J., Cross, J., Kaanta, T., Dickmann, E., Colomer, S and Erdil-Moody, Z. (2015) "'There Are No Known Benefits...': Considering the Risk/Benefit Ratio of Qualitative Research" *Qualitative Health Research*, vol. 26, no. 8, pp. 1137–1150, [online], available at: <https://journals.sagepub.com/doi/full/10.1177/1049732315580109>, <https://doi.org/10.1177/1049732315580109>. Accessed 28 Oct. 2024.

Ore, O, and Sposato, M. (2021) "Opportunities and Risks of Artificial Intelligence in Recruitment and Selection." *International Journal of Organizational Analysis*, vol. 30, no. 6, pp. 1771–1782, [online], available at: https://www.researchgate.net/publication/352464056_Opportunities_and_risks_of_artificial_intelligence_in_recruitment_and_selection, <https://doi.org/10.1108/ijoa-07-2020-2291>. Accessed 31 July 2024.

Park, Y S., Konge, L and Artino, A R. (2019) "The Positivism Paradigm of Research." *ResearchGate*, www.researchgate.net, [online], available at: https://www.researchgate.net/publication/337693284_The_Positivism_Paradigm_of_Research. Accessed 24 Oct. 2024.

Peek, S. (2023) Last updated 2024. "The Management Theory of Max Weber." *Business.com*, business.com, [online], available at: <https://www.business.com/articles/management-theory-of-max-weber/>. Accessed 22 Oct. 2024.

Phair, D and Warren, K. (2021) "Saunders' Research Onion: Explained Simply." *Grad Coach*, [online], available at: <https://gradcoach.com/saunders-research-onion/>. Accessed 23 Oct. 2024.

Polc, L. (2021) "Dave Ulrich's HR Model." *Hrmhandbook.com*, [online], available at: <https://hrmhandbook.com/hro/model/ulrich/>. Accessed 1 Oct. 2024.

Prosper. (2024) "The Big Five: Personality Assessment." *Prosper*, [online], available at: <https://prosper.liverpool.ac.uk/postdoc-resources/reflect/the-big-five/>. Accessed 19 Sept. 2024.

Reid, T. (2020) "Writing an Abstract - a Six Point Checklist (with Samples)." *Academic & Employability Skills*, [online], available at: <https://blogs.bath.ac.uk/academic-and-employability-skills/2020/07/07/writing-an-abstract-a-six-point-checklist-with-samples/>. Accessed 2 Dec. 2024.

Reio, T G. (2024) "The Nuts and Bolts of Publishing Quantitative Research." *Human Resource Development International*, vol. 27, no. 1, pp. 1–7, [online], available at: <https://www.tandfonline.com/doi/full/10.1080/13678868.2023.2298014#d1e81>, <https://doi.org/10.1080/13678868.2023.2298014>. Accessed 25 Oct. 2024.

Roberts, L D and Allen, P J. (2015) "Exploring Ethical Issues Associated with Using Online Surveys in Educational Research." *Educational Research and Evaluation*, vol. 21, no. 2, pp. 95–108, [online], available at: <https://www.tandfonline.com/doi/abs/10.1080/13803611.2015.1024421>, <https://doi.org/10.1080/13803611.2015.1024421>. Accessed 25 Oct. 2024.

RSM. (2024) "Leisure and Hospitality Industry Outlook." *Www.rsmuk.com*, [online], available at: <https://www.rsmuk.com/insights/consumer-markets-outlook-2024/leisure-and-hospitality>. Accessed 3 Oct. 2024.

Ruel, H and Njoku, E. (2021) "AI Redefining the Hospitality Industry." *Emerald Insight*, [online], available at: <https://www.emerald.com/insight/content/doi/10.1108/JTF-03-2020-0032/full/html>. Accessed 20 Sept. 2024.

Russell, J. (2024) "The Ongoing Economic and Cultural Impact of Brexit on the UK Hospitality Industry: A Litany of Broken Promises - Hospitality & Catering News."

Hospitality & Catering News, [online], available at:

<https://www.hospitalityandcateringnews.com/2024/06/the-ongoing-economic-and-cultural-impact-of-brexit-on-the-uk-hospitality-industry-a-litany-of-broken-promises/>.

Accessed 7 Nov. 2024.

Sahota, N. (2024) "AI in Hospitality: Elevating the Hotel Guest Experience through Innovation." *Forbes*, [online], available at :

<https://www.forbes.com/sites/neilsahota/2024/03/06/ai-in-hospitality-elevating-the-hotel-guest-experience-through-innovation/>. Accessed 13 Oct. 2024.

Saunders, M., Lewis, P and Thornhill, A. *Research Methods for Business Students*. Fifth ed., Harlow, England, Pearson Education Limited.

Sealy, W C., Jenkins, P and Jalley, A. (2023) "The Recruitment Crisis in the British Hospitality Industry: A Case for More Sustainable Practices." *Embracing Business Sustainability through Innovation and Creativity in the Service Sector*, www.igi-global.com/chapter/the-recruitment-crisis-in-the-british-hospitality-industry/320581.

Accessed 17 Sept. 2024.

Shead, S. (2019) "World's First Robot Hotel Fires Half of Its Robots." *Forbes*, [online], available at: <https://www.forbes.com/sites/samshead/2019/01/16/worlds-first-robot-hotel-fires-half-of-its-robots/>.

Accessed 3 Nov. 2024.

Shuqair, S., Costa Pinto, D., Lancelot Miltgen, C and Viglia, G. (2024) "When Powerful Artificial Intelligence Backfires." *International Journal of Hospitality Management*, vol. 120, p. 103778, [online], available at:

https://run.unl.pt/bitstream/10362/167406/1/When_powerful_artificial_intelligence_backfires.pdf, <https://doi.org/10.1016/j.ijhm.2024.103778>. Accessed 1 Oct. 2024.

Accessed 1 Oct. 2024.

Siebrits, J., Bastable, E and Clark, L. (2024) "Boosting Efficiency: The Role of AI in the Hotel Industry." *Cbre.co.uk*, [online], available at:

<https://www.cbre.co.uk/insights/articles/boosting-efficiency-the-role-of-ai-in-the-hotel-industry>. Accessed 3 Oct. 2024.

Silberg, J and Manyika, J. (2019) “Tackling Bias in Artificial Intelligence (and in Humans).” *McKinsey & Company*, [online], available at: www.mckinsey.com/featured-insights/artificial-intelligence/tackling-bias-in-artificial-intelligence-and-in-humans. Accessed 20 Sept. 2024.

Singh, S. (2023) “What Is a Research Hypothesis: How to Write It, Types, and Examples | Researcher.Life.” *Researcher.Life*, [online], available at: <https://researcher.life/blog/article/how-to-write-a-research-hypothesis-definition-types-examples/>. Accessed 2 Dec. 2024.

Sloan, C. (2023) “Can We Keep the Human in HR?” www.peoplemanagement.co.uk, [online], available at: <https://www.peoplemanagement.co.uk/article/1848750/keep-human-hr>. Accessed 21 Oct. 2024.

Stantcheva, S. (2023) “How to Run Surveys: A Guide to Creating Your Own Identifying Variation and Revealing the Invisible.” *Annual Review of Economics*, vol. 15, no. 1, pp. 205–234, [online], available at: <https://www.annualreviews.org/doi/abs/10.1146/annurev-economics-091622-010157>, <https://doi.org/10.1146/annurev-economics-091622-010157>. Accessed 2 Dec. 2024.

Sue, V M, and Ritter L A. (2007) *Conducting Online Surveys*. London, Sage.

Tapp, A. (2024) “Recruiting and Onboarding Employees: What Is the True Cost?” *Leonard Business*, [online], available at: <https://leonardbusiness.co.uk/2024/07/08/recruiting-and-onboarding-employees-what-is-the-true-cost/>. Accessed 21 Oct. 2024.

Terrell, S R. (2022) *Writing a Proposal for Your Dissertation*. Second ed., Guilford Publications, [online], available at: https://books.google.co.uk/books?hl=en&lr=&id=7DGDEAAAQBAJ&oi=fnd&pg=PP1&dq=how+to+write+a+dissertation+research+proposal&ots=PFiWeXfmk4&sig=RSJ2sv5ehBk0n2ydrGpmgtRMC_M#v=onepage&q=how%20to%20write%20a%20dissertation%20research%20proposal&f=false. Accessed 31 July 2024.

Thibodeau, P. (2019) "Hiring Algorithms Prove Beneficial, but Also Raise Ethical Questions." *SearchHRSoftware*, [online], available at:

<https://www.techtarget.com/searchhrsoftware/news/252471753/Hiring-algorithms-prove-beneficial-but-also-raise-ethical-questions>. Accessed 17 Sept. 2024.

Thompson, A. (2023) "AI for Hiring: The Time for Hospitality Is Now." *Hospitality Technology Smarter Hotels & Restaurants*, [online], available at:

<https://hospitalitytech.com/ai-hiring-time-hospitality-now>. Accessed 7 Sept. 2024.

Tilmes, N. (2022) "Disability, Fairness, and Algorithmic Bias in AI Recruitment." *Ethics and Information Technology*, vol. 24, no. 2, [online], available at:

<https://link.springer.com/article/10.1007/s10676-022-09633-2>,

<https://doi.org/10.1007/s10676-022-09633-2>. Accessed 21 Aug. 2024.

Torres, E N and Mejia, C. (2017) "Asynchronous Video Interviews in the Hospitality Industry: Considerations for Virtual Employee Selection." *International Journal of Hospitality Management*, vol. 61, pp. 4–13, [online], available at:

<https://www.sciencedirect.com/science/article/pii/S0278431916303723>,

<https://doi.org/10.1016/j.ijhm.2016.10.012>. Accessed 24 Sept. 2024.

Tounta, P. (2015) "Why Good Human Resource Management Is Vital for Small Hotels - Insights." *Insights*, [online], available at:

<https://insights.ehotelier.com/insights/2015/07/31/why-good-human-resource-management-is-vital-for-small-hotels/>. Accessed 20 Oct. 2024.

Ujjayan, A., Bhattacharya, S and Sonakshi. (2024) "A Machine Learning-Based AI Framework to Optimize the Recruitment Screening Process." *International Journal of Global Business and Competitiveness*, vol. 18, [online], available at:

link.springer.com/article/10.1007/s42943-023-00086-y,

<https://doi.org/10.1007/s42943-023-00086-y>. Accessed 21 Aug. 2024.

GOV.UK. (2023) "A Pro-Innovation Approach to AI Regulation." GOV.UK, [online], available at: <https://www.gov.uk/government/publications/ai-regulation-a-pro-innovation-approach/white-paper>. Accessed 3 Oct. 2024.

Vasey, K. (2021) "Reimagining HR: Where Is Your Organization in the People Value Chain?" [Www.ey.com](http://www.ey.com), [online], available at: https://www.ey.com/en_ch/workforce/reimagining-hr-where-is-your-organization-in-the-people-value-ch. Accessed 22 Oct. 2024.

Williams, S. (2024) "IWD 2024: Artificial Intelligence for Hospitality: Think. Start. Do." *ECommerceNews UK*, [online], available at: <https://ecommercenews.uk/story/artificial-intelligence-for-hospitality-think-start-do>. Accessed 3 Oct. 2024.

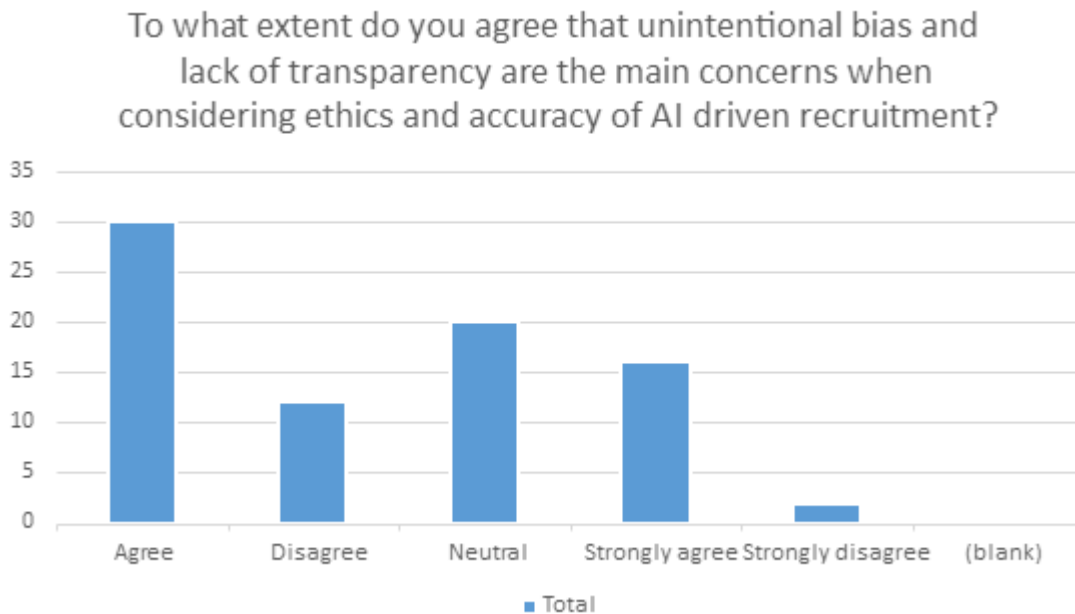
Yin, J., Bi, Y and Ni, Y. (2022) "The Impact of COVID-19 on Turnover Intention among Hotel Employees: A Moderated Mediation Model." *Journal of Hospitality and Tourism Management*, vol. 51, pp. 539–549, [online], available at: <https://www.sciencedirect.com/science/article/pii/S1447677022000961>, <https://doi.org/10.1016/j.jhtm.2022.05.010>. Accessed 7 Nov. 2024.

Yoong, K. (2019) "AI in Recruitment: Artificial Intelligence over Human Intelligence?" *Hospitalityinsights.ehl.edu*, [online], available at: <https://hospitalityinsights.ehl.edu/ai-in-recruitment>. Accessed 24 Sept. 2024.

Zyphur, M J and Pierides, D C. (2017) "Is Quantitative Research Ethical? Tools for Ethically Practicing, Evaluating, and Using Quantitative Research." *Journal of Business Ethics*, vol. 143, no. 1, pp. 1–16, [online], available at: <https://link.springer.com/article/10.1007%2Fs10551-017-3549-8>, <https://doi.org/10.1007/s10551-017-3549-8>. Accessed 28 Oct. 2024.

Appendices

Appendix One – Results from optional open question regarding bias, ethics and accuracy

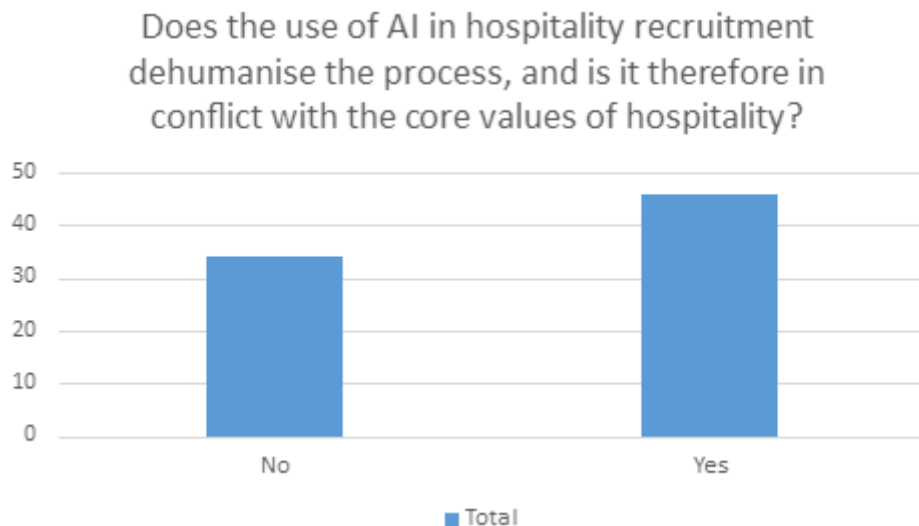


To what extent do you agree that unintentional bias and lack of transparency are the main concerns when considering ethics and accuracy of AI driven recruitment?	What reasons led you to the answer you gave in Question 10? (Optional)
Agree	Lack of training with individuals and also their own cultural bias can strongly effect the recruitment process. Preconceived ideas need to be removed for equity.
Agree	I don't think AI can fully understand people's personality, which can be an important factor when employing someone.
Agree	AI will not see a person and all screening is based on what is on the paper? I'm not sure I understand enough yet to fully say it will work.
Agree	Most of the times employers don't mention use of Ai in the employment process, so candidates don't know they are actually surveyed by AI while doing their interview and I am not sure to what extent AI can become biased during interviews and favour the wrong candidates. At the end of the day it's technology and it can fail.

Agree	AI works based on the information it is given. Therefore the bias of the person giving the information may come across.
Disagree	AI wouldn't meet the employee in person therefore it wouldn't be biased.
Disagree	A person has more bias than a computer programme would - in regards to race and religion and upbringing.
Disagree	There are more bias when the recruitment is fully managed by a person
Disagree	AI is programmed by a human being... If a process controlled by AI is deemed to be bias, then we need to question the programming & setup of AI done by human being rather than the tool. As with all tools, no matter how complicated or advanced, its parameters of operations are set and therefore human being can draw a framework in which it can operate.
Disagree	Hospitality is the only sector that embraces any type of culture, age, nationality, and religion. My hotel has more than 33 nationalities.
Disagree	I don't think that's the problem.
Disagree	I believe there is more propensity for bias by humans than by AI. If the algorithms are correctly set up then it should provide the ultimate in criteria based selection. The challenge will be at lower levels CVs etc. can be quite poor quality, so the AI interaction should be question based - not CV based.
Disagree	AI (Computer) Doesn't have a bias unless it's setup in a way to have one.
Neutral	Not enough data either way
Neutral	Sometimes you need to be able to understand who will fit in to your team that AI will not understand based on experience and different cultures
Neutral	Ultimately AI is still human driven, and is based on human biases and frailties
Neutral	to varied question
Neutral	AI is created by human and it will follow the command given to it so not really supportive of the statement
Neutral	Don' have opinion on this one.
Neutral	The lack of experience with the AI in hospitality recruitment.
Neutral	Not sure, what the question intend perhaps a bit un clear.
Strongly agree	AI is based on the data that has been given by the said company and not regarding a said individual, as such some element cannot be measured
Strongly agree	AI in certain phases of recruitment will definitely benefit speed of application, however hospitality is a person based role, and the connection at interview stage is crucial to recruit the right talent for the right job role - we must see what works in our teams and recruit based on this to not overlook potentially strong candidates that might lack experience if AI were to remove candidates based on this for example.

Strongly agree	I have been using Generative Artificial Intelligence as part of my practice and I have personally experienced how quickly AI-generated content can misrepresent certain groups or information. While AI models may be incredibly powerful in generating text/images or for other forms of use, they are not immune to bias, inaccuracies or hallucinations. Without careful (human) oversight and critical evaluation, AI can easily produce outputs that misinterpret data, potentially leading to misunderstandings or flawed decision-making that may rule unfavourable for some job applicants.
Strongly agree	Hospitality is all about people who cannot be recruited just on a tick box exercise and whilst AI can choose between two extremes, black white, right wrong etc, the industry is not like this at all
Strongly agree	it is a poor recruitment process that considers previous skills only or what people choose to put forward in their Cv or application to put forward for a position, this would exclude those wishing to alter profession and or develop skill sets, recruitment is more about culture and reliability than skill or having the correct words for a narrow algorithm
Strongly agree	Uncharted territories
Strongly agree	Recruitment is about communication and personality not training and experience.
Strongly agree	AI can never be compared with humans when it comes to determine if a person is suitable or not for a role/position based on work experience or feedbacks
Strongly disagree	You pick a suitable candidate
Strongly disagree	AI should let us (humans) all have more time for ourselves, we all spend far too much of our lives working, and AI sounds a great opportunity to escape this humans-too-much-worked-carousel. AI is a tool, so lets get used of it the most.

Appendix Two – Results from optional open question regarding dehumanisation



Does the use of AI in hospitality recruitment dehumanise the process, and is it therefore in conflict with the core values of hospitality?	What reasons led you to the answer you gave in Question 14? (Optional)
No	If using AI only to review quicker all CV received and highlight the more suitable candidate
No	As long as it is used within initial stages and chatbot functions and not interview and ultimate decision making.
No	It can be looked that way, but in general, I don't believe that it dehumanises the process as the candidate is reviewed based on their skills and experience.
No	If AI is used to 'filter' large volumes of applicants in relation to data analysis this helps the recruiter to have the personal focus on the relevant applicants and not spend time on data mining to get to the right people.
No	It depends on how it is used and in which stage of recruitment it is used. If only used at the screening stage, it does not dehumanise the process as this will be then controlled by a person on following stages
No	AI should be used as a tool during the requirement process, not to replace the human interaction

No	The industry is changing and unless it adapts to meet modern ways of working, it will disappear or its performance and profitability will be impacted such companies like "BlockBuster" who did not make the move to digital platform and now a name of the past...
No	It depends on which phase of the recruitment and type of positions.
No	There needs to be a blend. AI to do the initial screening with an opt out for those that do not have access or knowledge of how to use a device. Can also do the "Telephone Prescreen" This will shortlist the preferred candidates. The last stage needs to be by human, to measure "Guest Connection" and "Personality" to ensure the strongest candidate is selected.
No	I believe it should only be used for screening/preliminary stages of the recruitment process. Further stages do require a human touch, I'm talking about "picking the right fit" for the team, and having a general idea of what the person is like when you have the recruitment conversations. For now AI can't replace that.
No	Using AI to answer queries or first instance sifting is both productive and effective, AI along with human interaction as a combination will streamline and enhance the process
No	If it is used only for CV screening and the final interview + decision is left to human beings I cannot see a conflict. It is a way to make to process more efficient.
No	It is only step one to check the curriculum vitae, and I believe it is more fast and choose the professional and the exact resume that the job requires.
No	I believe the AI tool is to support and enhance the recruitment process as in most recruitment scenarios. Applicants do not receive a response from the employer.
No	AI is not to replace but support. AI can help with processes/tasks/admin so that the HR can truly focus on the human part of recruitment
No	AI copies what best sees in humans, so should be only perfect.
Yes	Personality of the applicant is an important factor when finding the right candidate for a certain role. Face to face (person to person) interaction during the recruitment process can help the interviewer decide if the person will fit the role - body language, way of communication etc.
Yes	I think the human input cannot be underestimated at interview stage. The core values that we recruit for in hospitality are personality and approach to work- I think the human input is valuable here face to face at interview. But screening and responding to candidates in a timely manner is something AI would be useful for- to speed up application process for both candidates and employers.
Yes	Hospitality is about the connections employees can create with guests. AI is not capable of determining whether someone is capable of achieving this.
Yes	Sometimes you can rate the candidate based purely on a meet and greet and not their ability to answer a set of questions and AI does not take this factor into consideration.
Yes	People skills and personality is what I am looking for when interviewing and I am not 100 percent sure AI can detect that ..

Yes	Hospitality requires real, genuine people who love being of service and providing high quality service to others and all they do, AI cannot determined someone's human skills.
Yes	You're effectively speaking to a robot therefore there is no human interaction, HR is not about that.
Yes	I think it is about balance. Companies can use it to their advantage but there still should be an element of human interaction. As a potential employee I would be discouraged if the company did not take time to meet me, and as a recruiter I would like to meet the candidate to ask questions that AI would not generate on the spur of the moment.
Yes	Hospitality is about people, feelings, the connections we make with the staff during our stay or meal. I would never go to a hotel where there is no human contact, or restaurant where I am served by a robot. It defies the term hospitality
Yes	Hospitality is a personal business. The face to face interactions and the approach of the person are far more important that their ability to answer the right questions.
Yes	human interactions cannot be substituted with AI
Yes	I think that is the main reason why AI shouldn't be used.
Yes	Most jobs can be trained- It is mainly judged on personality and that AI cannot assess
Yes	AI can never replicate human empathy. And that is the heart of hospitality.
Yes	We recruit on attitude and I don't believe that can be picked up in AI hospitality recruitment
Yes	It will work on algorithmn no on human instinct.
Yes	I believe human interaction is very important in the hospitality business and AI can not replace that.
Yes	Hospitality is a human interaction based industry, although we need to work with AI some part cannot be replaced
Yes	As previously noted, AI is certain phases can be used to support, but must not be the main focus of recruitment. We need to see candidates face to face as they will be the ones in front of our guests and working in our teams - we need to understand how a candidates interacts, builds rapport and can handle guest facing scenarios
Yes	Hospitality as an industry thrives on human interaction, emotional intelligence and the ability to build relationships, which are inherently human qualities.
Yes	It is a people, staff and customers industry, personal interaction is vital and just because someone may appear to be right for the job on paper, may not necessarily right for teh role. You can train people to do a job, you cannot train them to use their initiative or give them a personality etc
Yes	typically hospitality as well as other manually driven professions are about culture, skills can be learnt and developed and in hospitality in particular is often the first or early career position for many.
Yes	We need personality not qualifications.

Yes	Does the computer know your voice? Or your height? Or how strong or weak you are? Does AI know if you have any mental issues? Does AI know if you do drugs? So, I believe AI can not be used as a tool for recruitment.
Yes	Personal judgement is required while recruiting

Appendix Three – Results from optional additional comments question

Any additional comments (Optional).	
	Using IA as recruiter can save a lot of time when reviewing CV, specially when you received more than 1000 CV per advert
	AI is used in my organization to score candidates before my CV screening based on certain answers they give to a digital screening questionnaire. I did not find it useful, as it does not score candidates based on the skills and experience needed for the roles that I am recruiting for, but only on the generic answers that they were giving
	AI helps to match the job description to the candidate's prior experience or skill set listed - especially in specific role
	HR no longer exist as we once knew it... Most mid-scale hotels for instance no longer have HR on property and use a third party companies for advices and AI will only advance this process. AI is already commonly used across the industry, admittedly more so by the largest companies worldwide
	AI is the future whether we like it or not. There is no point fighting against this wave of technological advancement/change, we as hospitality professionals should instead embrace it and look for ways of using it to the fullest extent for the betterment of the company & staff/guest experience.
	I have never touched HR unless looked for a job. However, I tested it and see it working in other areas. It needs a few very capable people to work with it, and the result would be much greater than any imagination, they can be 1,000 times better than humans in any single areas at a time. I trust the idea of use AI as much as possible.
	I look forward to seeing what our company implements, and how it approaches AI driven hiring practices in this field going forwards.
	AI suggested candidates in my experience are rarely the right person for the job. It purely looked at previous work experience, no matter how far in the past that experience was and did not take into account gaps in work history or other factors and notes left by the candidate to determine whether they are suited for the role.
	The lack of human interaction was is not good for employee engagement

AI can have benefits in shortening the recruitment process, screening resumes, creating data base of possible candidates, but for the real selection I think still people can judge better who would be the best for their company.

Can AI work with dyslexic people?

Chatboxes and potentially screening applications based on set criteria programmed by the organisation could support HR in recruitment, but I do not believe AI will replace the human element that is still needed in hospitality

AI represents speed, not quality, the biggest issues in recruitment is quality, and as previously stated for CV scanning sure AI is fine, if you discount those wishing to reskill or new to the job market that is, but you don't need AI for keyword search's any simple sifting programme will do, when it comes to analysing people to see if they fit the organisational culture which arguably is the very sole purpose of an interview AI is not currently capable (neither is a human really) which there lies the inherent flaw, if a human can't do it perfectly neither can an AI trained by human experiences or knowledge...

Stop AI for recruitments. It won't be useful because you can not compare it with humans.