

Evaluating the Adoption of AI-Driven Recruitment and Talent Acquisition Tools in the Hospitality Sector

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Abstract: *This study analyses the use of AI-enabled recruitment and talent acquisition tools in the hospitality sector from the Human Resource Management viewpoint. The hospitality industry is reliant on humans and sensitive to behaviour and climate. The quickness of recruitment, the fit of candidates and retention-oriented hiring are managerial concerns. The research relies solely on secondary data analysis and synthesizes the most recent peer-reviewed literature, hospitality HRM studies, AI-recruitment scholarship, industry reports, and labour-market publications published between 2020 and 2025. The analysis shows that AI adoption in hospitality recruitment is expanding through applicant tracking system, automated resume screening, AI-enabled job description writing, recruitment chatbots, candidate relationship management tools, predictive analytics, automated interview scheduling and skills-assessment platforms. The primary benefits include greater administrative efficiency, quicker shortlisting, better candidate communications, a wider talent reach and better use of data. Even so, adoption is uneven because hospitality firms continue to experience data-quality limitations; the digital maturity of smaller operators is lower; managerial resistance, budget constraints and algorithmic bias persist; privacy concerns arise and it is difficult to preserve the human touch that is at the heart of service work. It posits that rather than being viewed as a replacement for managerial judgement, AI should be viewed as a socio-technical HR capability. A proactive model of adoption is suggested whereby technology readiness, HR capability, organizational support, ethical governance and candidate acceptance collectively determine adoption outcomes. By aggregating HRM and hospitality-management literature related data on AI adoption, talent acquisition and sector-associated workforce issues, the study develops a framework based on secondary data.*

Keywords: Artificial intelligence; recruitment; talent acquisition; hospitality sector; human resource management

1. Introduction

Digital transformation is ushering in a new age of human resource management. Recruitment, once a manual process of scanning resumes, assessing informal referrals, and relying on recruiter judgement, is being transformed by applicant tracking systems, automated sourcing systems, chatbots, analytics dashboards, algorithmic shortlisting tools and more. AI is an incredible breakthrough that allows human resource personnel to project workforce requirements, develop employees, and leveraging machine learning to improve overall company performance. According to McKinsey's 2024 global survey, there has been a large increase in the share of organisations that report having adopted AI, while human resources was one of the functions where the respondents reported cost decreases due to generative AI use (McKinsey & Company, 2024). The SHRM's 2024 Talent Trends survey showed that recruitment, interviewing and hiring was the most common HR task supported by AI among organisations that uses AI in HR-related work (SHRM, 2024). The tools can be evaluated in the hospitality context with a high relevance. Timely staffing, flexibility among workforce and guest-facing quality of service are key for hotels, resorts, restaurants, travel companies and hospitality chains. However, hospitality jobs have a high turnover because of seasonal demand, varied skill levels, irregular working hours and stiff competition for frontline talent. According to Sousa et al. (2025), recent literature in hospitality human resource management (HRM) continues to identify recruitment, retention and other struggles of management alluding to younger generations of workers. Investigations into employee turnover intentions reveal that hospitality organisations need to align their HR practices with employee wellness, collaboration, pay, growth and psychological

resources to mitigate instability in their workforce (Ramajoe et al., 2025).

Recruitment tools powered by AI are appealing because they seem to solve several of these problems at once. Applicant tracking systems can effectively organize large applicant pools. Tools for natural-language processing can help in writing job descriptions and screening resumes. Chatbots are capable of addressing applicant questions after office hours. Predictive analytics can match candidate profiles with a role. Scheduling tools powered by AI can lessen the burden of recruiters, and candidate relationship management software can assist hospitality firms in building talent pipelines before peak seasons. In high-end hotels, there is empirical evidence showing that the use of AI in their recruitment makes the process quicker, more reliable and enhances communications with candidates, though human interactivity remains at critical stages of recruitment (Marinakou et al., 2025).

Adoption must not be treated as a purely technological issue despite these benefits. Recruitment is a high-stakes HR exercise because it determines who gets the job, but also impacts the diversity of organisations and affects the fairness of the employer in the eyes of candidates. Although AI-enabled recruitment may make recruitment more consistent and efficient, if not properly governed by vendors, HR managers and senior leaders, it may also reproduce past bias, obfuscate decision criteria and reduce accountability. AI-enabled recruitment may improve quality and reduce transactional work, but algorithmic bias can produce discriminatory hiring outcomes (Chen, 2023). According to Soleimani and others (2025), the decision of bias mitigation in AI recruitment needs organisation, technical and managerial interventions than trusting on automation alone.

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It has become necessary to conduct a secondary-data-based analysis because AI recruitment tools are being adopted by hospitality organisations at a time when HR professionals, applicants, regulators and technology vendors are not clear on standards of transparency, validity and accountability. An analysis of the recent literature and published industry evidence on what we know and the adoption drivers and barriers. Also, the development of a conceptual evaluation framework suitable for PhD-level HRM analysis.

1.1 Research Problem

The core research problem is that hospitality firms are under pressure to recruit faster and more effectively, yet the adoption of AI-driven recruitment tools introduces unresolved questions about fairness, human judgement, candidate trust, privacy and sector fit. The sector needs a balanced evaluation that moves beyond technological optimism and considers whether AI-enabled recruitment actually supports strategic talent acquisition in a service-intensive industry.

1.2 Research Objectives

- To examine the extent and nature of AI-driven recruitment and talent acquisition tool adoption in the hospitality sector.
- To identify the perceived benefits of AI adoption in hospitality recruitment.
- To analyse the major challenges, ethical concerns and limitations associated with AI-based hiring tools.
- To evaluate the implications of AI-driven recruitment for HR efficiency, candidate experience, fairness and talent quality.
- To propose HRM recommendations for responsible and effective AI adoption in hospitality recruitment.

1.3 Research Questions

- What AI-driven recruitment and talent acquisition tools are most relevant to hospitality HRM?
- What organisational and sectoral factors drive AI adoption in hospitality recruitment?
- What benefits and risks emerge from secondary evidence on AI-enabled hiring?
- How can hospitality HR managers integrate AI tools while retaining human judgement, fairness and service orientation?

2. Research Methodology

2.1 Research Design

The research design of the study is descriptive and analytical based on secondary data only. Does not use primary survey, interviews, questionnaires, field responses or respondent level datasets. The descriptive part of the study investigates the types of AI tools that are being adopted in recruitment and talent acquisition while the analytical part interprets secondary evidence through HRM, technology adoption and hospitality-management lenses. The design is appropriate because the research purpose is to assess adoption patterns, estimates of benefits and risks rather than from a new primary sample.

Sources of Secondary Data

Peer-reviewed journal articles on AI in recruitment, AI-HRM, algorithmic hiring, HR analytics and hospitality workforce management; hospitality HRM literature on recruitment and retention; published industry reports from organisations such as SHRM, McKinsey and the World Economic Forum; and verified institutional sources on labour-market and workforce transformation. Sources were prioritised when they were published 2020 to 2025, directly on topic concerning AI recruitment or hospitality HRM, and traceable through publishers, institutional websites or DOI records.

Inclusion and Exclusion Criteria

The literature search was conducted with the following inclusion criteria, namely sources that discussed AI recruitment, talent acquisition technology, digital HRM, algorithmic hiring, fairness in recruitment, hospitality recruitment, workforce shortage, HR analytics or Responsible AI governance. The sources published between 2020-2025 were given preference, however, a handful of earlier theoretical concepts like the Technology Acceptance Model, Resource-Based View, and Human Capital Theory has been conceptually discussed without assertion of older empirical claims. The blogs were removed as they were unverifiable, untraceable, non-scholarly opinion pieces, obsolete unsupported claims and AI studies unconnected to either recruitment or HRM.

Analytical Approach 2.4.

The assessment utilized four distinct secondary-data methods. Thematic analysis was firstly used to identify recurring themes such as efficiency, candidate experience, fairness, privacy, digital readiness and HR capability. Next, we used a comparative analysis to compare the potential of AI recruitment tools across hotels, resorts, restaurants, travel firms and hospitality chains. Third, analysis of trends involved interpretation of general movement in AI adoption for HR and workforce transformation, especially from industry reports. Thus, a conceptual synthesis was used to develop an adoption framework for hospitality HRM.

1) Analytical Diminish and Estimation Varieties*.

The analytical variables comprised the AI recruitment tools adopted by HR; the drivers of adoption; benefits to HR; candidate experience; cost and time efficiency; fairness, privacy and transparency concerns; hospitality-specific adoption barriers; and managerial implications. The one major limitation of secondary data is that the data cannot test whether or not causal effects for specific hotels and geographic markets. There may also be a disconnect with reported regional contexts, vendor interests or the respondent groups in smaller hospitality settings. As such, we present the results as thematic and conceptual findings rather than original statistical estimates.

2) Analysis of the date and results.

The secondary analysis of the study argues that the adoption of AI in hotel recruitment has to be seen as selective, task-oriented and uneven. Integrated systems are more prevalent among larger hotel chains and luxury properties due to their greater recruitment volume, strong employer brand and bigger HR technology budgets. Small hotels, independent

eateries and local travel firms may prefer to use less complex functions like those found on job portals, scheduling tools or communication platforms with AI, instead of AI recruitment suites. The distinction is significant because adoption is not

binary. In other words, it is a spectrum ranging from basic automation of job ads to analytics-enabled matching of candidates.

Table 1: Major AI-Driven Recruitment Tools Used in Hospitality HRM

AI Tool	Function in Recruitment	Hospitality Application	Expected HR Benefit
Applicant tracking system with AI features	Stores, ranks and routes applications	Used by hotel chains to manage high-volume applications for front office, housekeeping, food and beverage and seasonal roles	Reduces manual sorting and improves workflow visibility
Automated resume screening	Extracts skills, experience and keywords from resumes	Shortlists candidates for standardised frontline and supervisory roles	Improves speed, but requires bias and validity checks
Recruitment chatbot	Responds to candidate queries and collects basic information	Supports applicants outside office hours and peak recruitment periods	Improves communication and candidate engagement
Predictive talent analytics	Uses historical and job-related data to estimate candidate-role fit	Assists workforce planning for high-turnover departments	Supports evidence-informed shortlisting and talent pipeline planning
AI job description writing	Drafts and optimises vacancy descriptions	Creates role-specific postings for chefs, guest service agents, stewards and managers	Saves recruiter time and can improve clarity if reviewed by HR
Video interview analytics and skills tools	Administers structured questions or assessments	Used cautiously for remote screening and skill evaluation	Can standardise early screening but raises explainability and fairness concerns

Table 1 shows that most AI recruitment tools support administrative and screening tasks rather than final hiring decisions. This aligns with SHRM (2024), which reported that organisations using AI for recruiting commonly use it for job descriptions, applicant communication, resume review,

candidate search and scheduling. In hospitality, these functions match operational needs because HR teams frequently face short hiring cycles, high application volumes for entry-level roles and repeated recruitment before holiday or tourist seasons.

Table 2: Drivers of AI Adoption in Hospitality Talent Acquisition

Driver	Explanation	Relevance to Hospitality Sector	Supporting Literature
High recruitment volume	Large numbers of applications create administrative burden	Hotels and restaurants frequently recruit for recurring frontline roles	SHRM (2024); Marinakou et al. (2025)
Need for speed	Vacancies directly affect service delivery and guest satisfaction	Delay in hiring can disrupt operations during peak occupancy	Sousa et al. (2025); Ramajoe et al. (2025)
Candidate communication	Applicants expect fast updates and transparent processes	Chatbots can support timely responses for shift-based and seasonal jobs	Marinakou et al. (2025); SHRM (2024)
Digital transformation of HR	HR departments are shifting from manual administration to analytics-enabled processes	Hospitality chains seek standardised recruitment across locations	McKinsey & Company (2024); WEF (2025)
Talent shortage and turnover	Retention problems increase pressure on recruitment systems	AI can support wider sourcing and talent-pool management	Sousa et al. (2025); Ramajoe et al. (2025)

The most important adoption driver is not technological fashion but operational pressure. Hospitality organisations cannot easily absorb staffing gaps because service quality is delivered in real time. A missing receptionist, chef, server or housekeeping worker affects guest experience immediately.

AI recruitment is therefore adopted where it reduces delay, standardises routine communication or helps managers identify candidates faster. However, the same pressure can encourage premature adoption if managers treat speed as more important than validity, fairness or long-term talent fit.

Table 3: Benefits and Risks of AI-Driven Recruitment Tools

Dimension	Benefits	Risks/Challenges	HRM Implication
Efficiency	Automates screening, scheduling and communication	May prioritise speed over quality of judgement	HR must define which decisions can be automated and which require human review
Candidate experience	Provides faster responses and consistent updates	Poorly designed chatbots may feel impersonal or exclusionary	AI should enhance, not replace, human contact in later stages
Fairness and diversity	Can standardise criteria and reduce some individual recruiter bias	Can reproduce biased historical data or proxy discrimination	Bias audits and inclusive design are necessary
Privacy and data protection	Improves record management and traceability	Candidate data may be collected, stored or inferred without adequate transparency	Data minimisation and consent practices are essential
Strategic HR capability	Creates analytics for workforce planning and talent pools	Requires HR digital literacy and vendor-governance capability	Training and cross-functional governance are required

The benefit-risk pattern in Table 3 demonstrates that every positive impact has a corresponding governance requirement.

AI improves efficiency only when job criteria are valid. It improves candidate communication only when the process

remains transparent and accessible. It supports diversity only when its data, feature selection and outputs are regularly tested. Chen (2023) and Soleimani et al. (2025) both warn that

recruitment AI can reproduce discrimination if organisations ignore the social and legal consequences of algorithmic decision-making.

Table 4: Secondary Literature Synthesis on AI Recruitment Adoption

Author/Year	Study Context	Key Finding	Relevance to Present Study
Marinakou et al. (2025)	Greek luxury hotels	AI-enabled talent acquisition improves speed, reliability and candidate communication, but human interaction remains pivotal	Direct hospitality-sector evidence for AI recruitment adoption
SHRM (2024)	HR professionals and organisations using AI in HR	Recruitment, interviewing and hiring are the leading HR activities supported by AI among AI-using organisations	Shows recruitment as a major HR-AI use case
Chen (2023)	AI-enabled recruitment ethics and discrimination	AI recruitment can improve efficiency but may cause algorithmic discrimination	Supports ethical-risk analysis
Soleimani et al. (2025)	HR professionals and AI developers	Bias in AI recruitment systems requires integrative technical and managerial mitigation	Supports responsible adoption framework
McKinsey & Company (2024)	Global organisational AI adoption	AI adoption increased strongly and HR was one function reporting cost decreases from generative AI use	Supports broader digital transformation context
Sousa et al. (2025)	Tourism and hospitality HRM	Recruitment and retention challenges are shaped by generational expectations and sector conditions	Explains hospitality-specific pressure for better talent acquisition

Table 4 indicates that AI recruitment adoption in hospitality is supported by a convergence of sector-specific and general HR evidence. The hospitality-specific evidence highlights the value of speed and communication, while general AI-HRM literature provides caution regarding bias, explainability and

governance. Therefore, the findings do not support a simplistic conclusion that AI is either good or bad for recruitment. Instead, AI adoption outcomes depend on how tools are selected, validated, integrated and monitored.

Table 5: Conceptual Evaluation Matrix for AI Recruitment Adoption in Hospitality

Adoption Factor	Positive Impact	Negative/Moderating Factor	Overall Assessment
Technology readiness	Enables integration with ATS, payroll, scheduling and HR analytics	Low digital maturity in smaller operators limits adoption	High potential for chains; moderate for independent properties
HR capability	Allows recruiters to use analytics for strategic workforce planning	Skill gaps reduce ability to interpret AI outputs	Requires AI literacy and HR analytics training
Organisational support	Leadership investment supports vendor selection and change management	Budget constraints and resistance may block adoption	Essential for sustained adoption
Ethical governance	Builds trust through transparency, audit and human oversight	Weak governance creates bias, privacy and reputational risks	Non-negotiable for high-stakes hiring
Candidate acceptance	Fast communication can improve applicant experience	Opaque automated rejection can damage employer brand	Depends on transparency and access to human contact

3.1 Conceptual Framework

According to the secondary synthesis, the analytical model proposed was AI Recruitment Adoption in Hospitality = Technology Readiness + HR Capability + Organisational Support + Ethical Governance + Candidate Acceptance. Systems, data quality and integration capacity are covered by technology readiness. HR capability involves employee knowledge of Artificial Intelligence (or AI) and how recruiters use AI recommendations in recruiting. Organizational assistance denotes investment, leadership commitment, and change management. Audits for biases, privacy protections, transparency and human oversight comprise ethical governance. Candidate acceptance signifies the perception of a candidate towards the fairness, usefulness and respectfulness of a process. The model views AI recruitment as an HR system that is socio-technical rather than software purchase.

3. Result Analysis and Findings

The findings depict five major outcomes. AI recruitment in hospitality is best suited for repetitive, information-heavy, and time-sensitive tasks like resume parsing, interview scheduling, communication with applicants, and early matching. In addition, without structured human evaluation, AI is less suited to making a final judgement about something like service orientation, emotional intelligence, cultural fit and guest-facing behaviour. The third strategic concern is candidate experience. An applicant may be a customer, too, or can hurt the employer's brand in online circles. Furthermore, ethical risks are not incidental in nature. Rather these problems impact direct talent quality, legal compliance and employer branding. Fifth, maturity of the organization impacts AI adoption. Hotels with one HR team, reliable data, and multi-property recruitment needs are better than small operators without infrastructure.

The secondary evidence also suggests that AI may more reliably improve recruitment speed than recruitment quality. Gains in speed come from automating recognizable tasks. To

achieve quality improvement, job analysis should enhance, criteria should be valid and reliable, data should ensure representativeness, and feedback loops should be developed after hiring. If systems are not put in place, an AI can easily rule out all candidates not looking similar to previous hires, thereby reinforcing patterns rather than broadening access to talent.

It's especially relevant in hospitality where informal norms on appearance, communication style, language, age or mobility may influence hiring decisions unless formalised criteria and fairness safeguards are used.

4. Discussion of the fourth

Several HRM and management outlooks may interpret the findings. According to the Technology Acceptance Model, adoption is dependent on perceived usefulness and perceived ease of use. Managers of HR of the hospitality sector are likely to perceive the usefulness of AI tools as they help in reducing the time to hire, automate routine work and enhance communication of applicants. Nevertheless, the ease of use will differ as the HR personnel may not possess advanced analytical skills. When a tool is challenging to set up and produces either mysterious rankings or requires too much data cleaning, adoption could be as shallow as a quick look at the output.

According to the Resource-Based View concept of Competitive Advantage, AI Recruitment is a source of competitive advantage only when it is integrated in a HR capability that is valuable, rare, hard to imitate and organisationally embedded. It is not enough to just buy a recruitment platform as competitors can also get it. How a hospitality company ties data quality, employer branding, recruiter judgement, structured interviews, service-value assessment and workforce planning together is the more defensible capability. AI can help strengthen HR capability when embedded in a coherent talent strategy to achieve HR vision and objective.

The human capital theory of the individual influence the performance of hospitality is relevant to this research because it depends on the recruit, development and retention of employees whose service behaviour impacts on guest satisfaction. Technology can spot qualifications, language skills, availability, location fit and experience patterns. But cannot assess motivation, empathy, ethical behaviour and coping with emotional labour; important factors when screening out candidates. As such, AI may help in human capital acquisition at the screening stage. Nevertheless, hospitality managers still have to assess service orientation through structured interviews, work simulations, reference checks and learning during the probation period.

Place social and technical variables in your analysis. AI recruitment tools are technological systems that work in social contexts. The outputs of these tools are influenced by historical data, organisational assumptions, vendor design, recruiter usage and candidate behaviour. Fairness cannot be solved by our software alone for this. Chen (2023) elucidates that discrimination, enabled by AI, can occur at the recruitment stage. Soleimani et al. (2025) underscored that

bias reduction through AI necessitates integrative governance. This point is of great importance in this context because the workforce tends to be diverse in gender, age, migration background, education and socio-economic status.

The conversation also raises the question of whether AI improves recruitment efficiency or simply expedites recruitment. A careful response is supported by the secondary evidence. It is clear that AI assists in speeding up administrative tasks and lowering the manual review volume. According to SHRM (2024), companies that use AI usually do so to save time, increase efficiency and help with recruitment. The success of recruitment process does not guarantee recruitment quality but the validity of selection criteria does matter. Furthermore, it is critical to ensure that candidate attributes match the job requirements.

According to past hiring trends, a ranking system for resumes will fail to reach out to candidates who have immense service potential but whose backgrounds might not align with the organisation.

Service encounters in hospitality differ from other sectors such as banking, IT or manufacturing because they are immediate, emotional and co-produced with guests. An employee with technical skills who is incompetent due to unfriendly, impatient or culturally insensitive behavior can hamper the customer experience. On the other hand, with training, a candidate with less formal experience but strong people skills can be a great hire. As a result, AI hiring tools in hospitality should not over-stress credential matching. For entry-level jobs, a structured behavioral assessment must be combined with training-oriented hiring.

Employer branding is another important implication. Companies can strengthen their employer brand through an AI-driven hiring process that ensures fast updates and clear information. However, the automated no-answer rejection without explanation can breed resentment among candidates, especially in local labour markets (for instance, the same hotels or restaurants that customers interact with). For candidates to trust the process, disclosure of automated steps, communication channels and assurance of human review is required. The hospitality sector focuses on relationship quality, contributing to the compliance of responsible AI principles.

The ethical and regulatory matters are expected to gain importance. AI recruitment tools can involve processing resumes, videos, assessment scores, behavioral data, and inferred traits that raises privacy concern. When an HR manager cannot comprehend why a candidate is ranked above another, explainability concern arises. When employers rely on vendor tools, who owns the accountability? They do – for hiring. It is advisable to keep humans in the decision-making loop, document the basis for selection, audit adverse consequences, and avoid tools that detect personality, sentiment, or suitability.

AI is strategically changing the HR role with analytics rather than processing. Recruiters should be taught to scrutinise data, interrogate algorithmic recommendations and link talent acquisition with retention, training and workforce planning.

In hotels and restaurant this means using recruitment data not just for filling vacancies but to also identify which sources produce employees that remain, perform and fit service standards. So, the HR function needs training in AI literacy, vendor evaluation, legal compliance, data ethics and change management.

5. Concluding thoughts

This paper examined the use of AI-based tools for recruitment and talent acquisition in the hospitality industry through secondary data. The findings indicate that AI recruitment tools are becoming increasingly relevant to hospitality HRM because they address high-volume hiring and time pressure, candidate communication and workforce planning. Survey respondents' most useful tools include AI-enabled applicant tracking systems, those for resume screening, job description writing, recruitment chatbots, candidate search automation, scheduling system. The key benefit they provide is being able to streamline of processes that shortens time-to-hire while also increasing outreach and communications.

Study also conclude that if something is AI adoption, there is huge risk if not done with governance. The fairness of AI-based hiring tools is compromised by algorithmic bias, lack of transparency, privacy concerns, poor data quality and loss of human contact. This could damage employer branding. In the hospitality sector, these matters hold great significance as a result of the ramifications of recruitment decisions on workforce diversity, service culture and guest experience. AI must not compete with, but augment, human HR judgement. Hospitality organizations must align their employer branding to an inclusive culture to attract diverse talent. Each organization should communicate their plans clearly to candidates.

The literature, as indicated in HRM literature, integrates the AI recruitment adoption with the hospitality-specific workforce conditions. It contributes to hospitality practice as it gives a conceptual model linking technology readiness, HR capability, organisational support, ethical governance and candidate acceptability. The limitation of the study is that it relies on secondary sources, and as such it cannot measure adoption outcomes in any hotel group, region or labour market. Future studies must do empirical research across hotel, restaurant, resort and travel firms to compare AI adoption maturity, candidate responses, recruiter experiences, and post-hire outcomes. Longitudinal studies are also needed to assess whether AI-enabled recruitment contributes to enhanced retention and service performance rather than just workload reduction.

6. Proposed Implementation

HR managers in hospitality should start using low-risk AI applications, including: job description support, interview scheduling, application tracking and communication with candidates, before deciding on automated screening which is high-stakes. Prior to automating, criteria for the jobs under consideration should be reviewed to ensure that the tools do not replicate outdated or biased requirements. Testing of candidate-facing chatbots must be performed for clearness, usability and language inclusivity. Human review of rejection

decisions should be retained by HR teams, as candidates are screened out through automated ranking. Businesses must give documents regarding data usage, explainability, validation and bias mitigation for it.

Organizations need to connect recruitment AI to wider HR strategy AI may speed up candidate identification process, however, if there is ineffective onboarding, flimsy training, or unjust scheduling in the organisation, turnover will be high. Introduce a new word in the box below for any word you think is missing.

Recruitment technology integrated with retention, learning and development, employee engagement and workforce planning. Adopting responsible AI for Hospitality is not just a technological enhancement but a managerial capability that must safeguard equity while enhancing service-oriented talent acquisition.

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