

**BINDURA UNIVERSITY OF SCIENCE EDUCATION**

**FACULTY OF COMMERCE**

**DEPARTMENT OF ECONOMIC**



**EMPLOYEE'S PERCEPTION ON ARTIFICIAL INTELLIGENCE (AI) IN PURCHASING AND  
SUPPLY**

**BY**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE BACHELOR OF COMMERCE (HONOURS)  
DEGREE IN PURCHASING AND SUPPLY OF BINDURA UNIVERSITY OF  
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**RELEASE FORM**

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**Year established:** 2024

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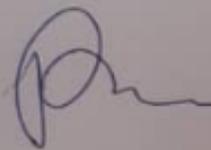
APPROVAL FORM

The signatories below confirm that they have read and approved the Purchasing and Supply at Bindura University of Science Education for acceptance; a project titled "Employee perceptions on the effects of artificial intelligence in purchasing and supply chain." presented by Melisa M Zimete in partially meeting the necessities for a Bachelor of Commerce Honors Degree in Purchasing and Supply.

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## APPROVAL FORM

The signatories below confirm that they have read and approved the Purchasing and Supply at Bindura University of Science Education for acceptance; a project titled **“Employee perceptions on the effects of artificial intelligence in purchasing and supply chain.”** presented by Melisa M Zimete in partially meeting the necessities for a Bachelor of Commerce Honors Degree in Purchasing and Supply.

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Signature .....

Date .....

## DEDICATION

This project is dedicated to my family as a special appreciation for their unwavering love and care that they have always showed since day one. They are the ones who kept my dreams constantly alive especially in compiling this research. Their desire for my success and their support will always be appreciated. God will continue to bless you.

## DECLARATION

I hereby declare that the research project entitled '**Employee perceptions on the effects of artificial intelligence in purchasing and supply chain**' submitted to Bindura University of Science Education, Faculty of Commerce, Department of Economics, is a record of an original work done by me under the guidance and supervision of Ms Tapfuma and this work is submitted in partial fulfilment of the requirements for the award of a Bachelor of Commerce Degree in Purchasing and Supply Chain Management. The results embodied in this thesis have not been submitted to any University or Institute for the award of any degree or diploma.

## ACKNOWLEDGEMENTS

I thank Almighty God, the only one, who has guided me and been with me in my studies. Thank you very much. I would also like to thank my dissertation supervisor, Ms Tapfuma. E. K. for her constant and unwavering support, guidance and professional guidance. I am also grateful to my family and friends who showed me love through spiritual and moral guidance during my studies. A special thanks also goes to the faculty who persevered in raising me to be one of the most knowledgeable people out there, without your participation, this study would not have been possible.

## ABSTRACT

The aim of the study was to produce a set of strategies on the factors that affect the employee's expectation in Ambassador and Holiday inn hotels. The background of the study indicated that good service quality can occur due to different causes in hotels. The background of the study further highlighted some studies that were carried out by other researchers to find factors that affect customer's expectation on service quality. The studies carried out by these researchers pointed out lists of suggestions for future researchers to implement when do researches on good service quality. The studies main objective was to identify the employee's perceptions on (AI) artificial intelligence performance in 3-star hotels Harare, Zimbabwe, with a specific focus on Holiday Inn and Jamerson hotels. Harare, Zimbabwe, with a specific focuses on Holiday inn and Ambassador hotels. Recommendations from the study were all stated and the study gave a suggestion to implement for future researchers. The literature review outlined detailed literature about service quality from a global perspective down to Zimbabwe. The literature reviewed different critics made by scholars which explains employee perceptions on the effects of (AI) artificial intelligence in purchasing and supply this study seeks to fill in the literature gap. Implementation of the review was also discussed. Quantitative research method was used in the research. Major topics covered included the research design, target population, data collection techniques, and data instruments. Presentations and data analysis were interpreted.

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## CHAPTER ONE

### INTRODUCTION

#### 1.1 Introduction

This study investigates the employees' attitudes toward artificial intelligence in procurement and supply within the hospitality industry. Within this sector, the utilization of artificial intelligence services plays a crucial role in meeting the expectations of employees. Employee satisfaction is achieved when their perceptions and anticipations are not only fulfilled but also exceeded, resulting in a memorable experience. This chapter will commence by providing an overview of the study's background, followed by the presentation of the problem statement. Subsequently, the research objectives and inquiries will be delineated, elucidating the significance of the study. The study's constraints and restrictions will then be specified, with a summary concluding the research.

#### 1.2 Background of the study

Artificial intelligence (AI) has become increasingly integrated into various aspects of business operations, including supply chain management. As AI technologies continue to advance, organizations are leveraging AI and machine learning (ML) to optimize supply chain processes, enhance decision-making, and improve overall efficiency. AI and ML technologies are being utilized to streamline supply chain and human resource (HR) processes. Recent developments have seen the integration of AI in cloud-based solutions, offering benefits such as intelligent monitoring of outsourced workers, improved labor supply chain management, and the optimization of supply chain processes through advanced analytics and automation. The integration of AI in supply chain management has implications for employees within organizations. As technologies are implemented to optimize processes, employees may perceive these

changes in different ways. Some employees may view AI as a tool that enhances their ability to solve problems efficiently and improve performance through intelligent automation and data-driven decision-making. However, others may have concerns about the impact of AI on their roles, job security, and the overall work environment. The use of AI in supply chain management raises ethical and regulatory considerations. The ethical implications of AI and intelligent robots are being discussed in the context of business operations, including supply chain management. Additionally, regulators are considering the need for precise definitions of AI and issuing guidance to address legal uncertainties related to AI usage. As organizations continue to navigate the integration of AI in supply chain management, understanding and addressing employees' perceptions and concerns about AI technologies will be crucial for successful implementation and organizational effectiveness.

Members (2017) did a study on the effects of artificial intelligence on employees' perceptions in 3-star hotels in Addis Ababa, Ethiopia. The study sought to examine the effect of hotel location on employees' perceptions of four-star hotels in Addis Ababa. Secondly, the study sought to analyze the effects of digital marketing on employees' perceptions of AI in four-star hotels in Addis Ababa. Lastly, the study sought to assess what motivates workers and employees' perceptions in four-star hotels in Addis Ababa. The study was carried out using in-depth face-to-face interviews to collect data from customers. The study found that location was one of the factors that discouraged employees' interest in a hotel.

Jeong (2017) conducted a study on the perceived quality of website services by employees and its impact on e-loyalty in Colombia. The primary objectives of the study were to assess the effect of service quality on employees' perceptions of a lodging website, explore existing literature on website service quality, and provide insights into perceived website service quality and strategies for e-loyalty among employees for hotel management. The study utilized questionnaires distributed to respondents who

were hotel managers from various hotels in Colombia.

The Soviets (2018) conducted a study at North-West University in the hospitality industry to explore employees' perceptions of Artificial Intelligence (AI) on service quality and its influence on reputation. The primary objective of this research was to analyze the importance of employees' satisfaction and the management of their expectations as essential elements for the long-term success of any organization. Additionally, the study aimed to investigate the strategies employed by hotels to enhance employees' satisfaction by focusing on the quality of service provided to guests. Furthermore, it aimed to assess employees' perspectives on AI's impact on service quality and its implications for the reputation of selected hotels.

Tsietsi (2018) conducted a study on employees' perspectives on service quality and its influence on reputation within the hospitality industry at North-West University. The primary objective of this research was to explore employee satisfaction and the management of their expectations as crucial elements for the long-term success of any organization. Additionally, the study aimed to analyze how hotels strive to enhance employee satisfaction by focusing on the level of service provided to guests

### **1.3 Problem statement**

There is a lack of understanding among employees in the supply chain sector about the impact of AI on their jobs, which is leading to resistance to the implementation of AI technologies and a lack of acceptance of the technology in the workplace. The problem statement is to assess the employee's perceptions of the effects of artificial intelligence on supply chain management. The study will examine how AI is being used in the supply chain, the benefits and drawbacks of its use, and the employee's perceptions of these effects. The aim is to gain a better understanding of the impact of AI on the workforce, and to recommend ways to mitigate any negative effects. Also, the aims of the study were to increase employees' understanding of AI and how it works,

reduce employees' ' discomfort or resistance to using AI, improve employees' ability to use AI effectively, increase efficiency and reduce costs for the hotel and lastly to improve customer satisfaction and loyalty. Not addressing the problem of employee perceptions of AI in the supply chain could have several implications. For one, it could lead to a lack of buy-in and resistance from employees, which could hinder the implementation of AI technology. It could also lead to decreased efficiency, decreased productivity, and decreased customer satisfaction, as employees might not be fully utilizing the capabilities of the technology. And it could ultimately lead to lost opportunities for the organization to gain a competitive advantage.

#### **1.4 Objectives of the study.**

The objectives of the study are as follows:

1. To identify employees' perception of artificial intelligence (AI) in three-star hotels in Harare, Zimbabwe, specifically Holiday Inn and Ambassador Hotel.
2. to analyse the factors that lead to decreasing customer satisfaction at Holiday Inn.
3. to recommend the relationship between Holiday Inn employees' perception of service quality and customer loyalty.

#### **1.5 Research questions**

The research questions are as follows:

1. What factors influence the quality of service (especially Holiday) provided by guests and staff in three-star hotels in Harare?
2. What caused Holiday Inn's passenger traffic to gradually decrease due to the use of (AI)?
3. With the introduction of artificial intelligence, what are the factors that help establish good customer relations at Holiday Inn and therefore make guests feel good?

### **1.5 Importance of the study**

The results of this research will help the managers and employees in Harare hotels and both small and medium enterprises to know barriers that affect the employees' and guest's perceptions on the use of (AI) artificial intelligence in purchasing and supply. It will also add to the existing literature in the areas of hotels in the tourism industry and small and medium enterprises. Researchers, academicians and students will benefit from this study as the findings will not only bridge the gap in existing literature but also offer new avenues for future research. The study is also significant as it provides insights to managers and employees at 3-star Harare hotels and small and medium enterprises in order to improve their service quality due to the adoption of artificial intelligence (AI) in purchasing and supply.

### **1.6 Procedures**

In this study, hotel employees' attitudes towards artificial intelligence in purchasing and supply were examined. The use of artificial intelligence services in this sector plays an important role in meeting the needs of employees. Employees are satisfied when their understanding and expectations are not only met but exceeded; This results in an unforgettable experience. This chapter begins with an overview of the research history and then presents a problem statement. From now on, the aims and inquiry of the research will be clearly defined regarding the significance of the research. The limitations and limitations of this study will be explained in detail and the findings of this study will be summarized.

### **1.7 Limitations of the study.**

The biggest limitation of this study is the participants' reluctance to disclose some important information about the study due to privacy concerns. However, the researchers assured participants that the information provided would be used strictly for educational purposes and would remain anonymous. If a participant refused to

participate, the researcher conducted a direct telephone interview. The major limitation of the study is that it is based on a single case study, thus limiting the generalizability of the findings to other three-star hotels and SMEs other than Harare Hotels. In addition, work has been disrupted by time constraints, communication difficulties and financial constraints.

### **1.8 Define research**

The research was limited to three-star hotels and SMEs in Harare. This study will be carried out between February 2024 and June 2024.

### **1.9 Description of content.**

Artificial intelligence

Johnson, (2017) defines artificial intelligence as the ability of computers to solve problems that are not clearly defined to be solved. Section

Employee Approval Daan (2018) defines employee perception as a way of trying to satisfy desired outcomes that employees or guests may demand at any time.

### **1.10 Contents**

This chapter clearly explains the basis of this work. Background information shows that many authors were inspired by this work and that many countries, including Zimbabwe, have realized the advantages of using AI to improve repair service. The main purpose of this study is to evaluate the perception of professional intelligence of employees in a three-star hotel in Harare, Zimbabwe, specifically Holiday Inn and Ambassador Hotels. This study is important as it can help managers understand the issues affecting employees' expectations and their ability to provide good service. The research was limited to three-star hotels and SMEs in Harare. Limitations of this study include the lack of external validity and the inability to use findings outside Harare due to constraints such as lack of funding, communication and time constraints.

## CHAPTER 11

### LITERATURE REVIEW

#### 2.1 Introduction

This literature review aims to explore the theoretical literature surrounding the Employee perceptions on the effects of (AI) artificial intelligence in purchasing and supply by examining different theoretical frameworks, this review seeks to enhance understanding of the underlying mechanisms through which (AI) influences the supply chain. Understanding these theoretical perspectives can provide valuable insights for investors, policymakers, and researchers in developing Employee's perceptions on the effects of (AI) artificial intelligence in purchasing and supply

#### 2.2 Theoretical Literature

As outlined by Creswell (2014), theoretical literature includes books that explain theories, concepts, and frameworks to explain or define phenomena within a particular area of study. It provides a conceptual or abstract understanding of a topic and serves as a compass for research and applications in a particular field. Theoretical literature typically consists of scholarly documents, academic publications, and other works that present theoretical perspectives, research methods, and analytical structures used to interpret empirical data. Theories that guide research include rational decision theory, prospect theory, human capital theory, and rational expectations theory.

##### 2.2.1 Rational Decision-Making Theory

Rational decision-making theory, also known as neoclassical economics, is a theoretical framework that posits individuals as rational actors who make decisions based on a logical evaluation of available information, considering factors such as risk, return and time preferences. According to this theory, individuals are assumed to have

complete information about the available choices, and they aim to maximize their own self-interest by making decisions that result in the highest possible outcome or utility. Within the context of employee's perceptions on (AI), rational decision-making theory suggests that individuals carefully assess factors such as risk, return, and time preferences. They weigh the potential gains and losses associated with each (AI) and choose the option that offers the highest expected return given the level of risk they are willing to take. Rational decision-makers are assumed to consider all relevant information, analyse it objectively, and make consistent choices.

(AI) improvements plays a crucial role within the framework of rational decision-making theory. It is seen as a key determinant of an individual's ability to make informed about the dangers of AI. They are more likely to make rational investment decisions by considering relevant factors, such as AI innovation, and the impact of AI on customer satisfaction. Moreover, AI improvements enables individuals to effectively understand financial products and services, and make informed judgments about the credibility and reliability of AI effects. It empowers individuals to make well-informed decisions about how to do online bookings and even enjoy a service at the comfort of their homes, and retirement planning, all of which contribute to their overall financial well-being.

Simon (1955) challenges the assumptions of perfect rationality in decision making, arguing that humans do not make rational decisions due to limitations in cognitive abilities and information processing. Critics argue that the rational decision-making theory assumes individuals have access to complete and accurate information, which is often unrealistic. In reality, individuals are often constrained by limited time, resources, and cognitive abilities, leading to bounded rationality. This means that decisions are often made based on heuristics or simplified decision rules, rather than extensive information processing according to (Geiringer, 2008). The rational decision-making theory largely ignores the role of emotions and social factors in

decision-making. Critics argue that emotions can significantly impact decision-making, and individuals may prioritize subjective factors over rational calculations. Additionally, social influences, such as peer pressure or societal norms, can shape decisions and lead individuals to deviate from purely rational choices.

Critics argue that individuals are subject to various cognitive biases and limitations that can hinder rational decision-making. For example, confirmation bias leads individuals to seek out information that confirms their existing beliefs, while anchoring bias can cause individuals to rely too heavily on initial information. These biases can result in irrational decision-making and suboptimal decisions. The rational decision-making theory relies on several assumptions, such as perfect information, consistent preferences, and optimal decision-making. Critics argue that these assumptions do not align with the complexities of real-world decision-making. Individuals often face uncertainty, conflicting preferences, and trade-offs, which can lead to decisions that deviate from the rational ideal. Critics argue that the rational decision-making theory fails to account for the influence of contextual factors on decision-making. Factors such as cultural norms, institutional constraints, and power dynamics can shape decision-making processes and outcomes, challenging the notion of purely rational decision-making.

In summary, rational decision-making theory suggests that AI innovation is better equipped to make employee's decisions on AI effects by objectively evaluating available information, considering risk and return, and maximizing their utility. AI serves as a critical component within this framework, enabling individuals to navigate the complexities rational choices that align with their goals

### **2.2.2 The Theory of Rational Expectations**

A study by Berman and Wicks (2019) investigated the relationship between corporate social responsibility (CSR) and financial performance, focusing specifically on the

underlying theory of the impact of intelligence. Researchers found that companies that emphasize social inclusion have greater information and communications technology (ICT) performance and success. They found that focusing on social responsibility leads to better financial results. He said there was a possibility of a connection.

In contrast, another study by Kramer and Porter (2020) questions the assumptions of the theory of change and argues that a narrow focus on ICT performance is a mistake and can cause damage. He said yes. The authors believe that products that matter to the triple bottom line (social, environmental and financial), such as restaurants and grocery stores, result from the voluntary creation of better value and successful competition.

Similarly, a literature review by Ciliberti and Panico (2019) found that profit thinking can limit business development and innovation. The authors suggest that banks need to become more integrated, always considering the needs and interests of all stakeholders, including employees and customers.

In summary, the data shows that financial need will negatively affect the supply chain, even if it provides benefits in the short term. Instead, many researchers recommend a more integrated approach that considers the broader impact of business decisions and takes into account the needs and interests of all stakeholders. Maruma et al. (2020) suggested that supply chains can use this model to measure their performance in terms of social, environmental and economic factors. Timmy (2019) suggested that restaurants can use this perspective not only to evaluate their business by analysing resources and profits, but also to evaluate the quality of their relationships and environment by evaluating their contribution to the supply chain. This shows that measurement is possible (Jim et al., 2019).

#### **2.2.4 Balanced Scorecard**

Balanced Scorecard (BSC) theory was initiated by Robert Kaplan and David Norton as a

business management tool in the early 1990s. The purpose of the balanced scorecard is to align the company's goals with its vision and strategy by measuring performance in four categories: financial, internal affairs, learning and development, and customer satisfaction.

A review of loan balance certifications shows that loan balances are accepted by organizations of all sizes and industries. Many studies have shown that BSC has a positive impact on the performance of traditional banks, including improving employee and customer satisfaction through skills development.

A study by Chen and Lee (2021) found that the BSC approach helps companies develop new capabilities and improve performance levels. Another study by Kaplan and Norton (2019) found that the balance sheet can increase operational efficiency by allowing companies to manage the same assets and customer relationships

Recent studies have examined supply chain performance over many years. According to Trotter (2019), supply chains in Zimbabwe contribute significantly to regional economic growth. Supply chains generate revenue from activities such as purchasing. Trotter (2020) points out that the supply chain is a major source of employment in the region, providing employment for over 1000 people. He also points out that AI in the supply chain has played an important role in improving the living conditions of local residents.

### **2.2.5 Social carrying capacity**

The social carrying capacity argument, on the other hand, states that citizens' sentiments must be favourable during the early stages of AI development. Nevertheless, these sentiments alter when the community's carrying capacity is exceeded (Lee, 2019). Social carrying capacity (SCC) is the level of use (often, the number of supply chain customers) for a given site, beyond which the users' quality of experience decreases or is no longer acceptable. The quality of buying and selling

experience might decrease in relation to the crowding effect degradation caused by high use level.

### **2.3 Empirical Literature**

An empirical review is a type of literature review that focuses on empirical research studies conducted on a particular topic. This includes reviewing available empirical information to determine what has been studied, what methods have been used, what findings have been reported, and what gaps in knowledge exist. It involves analysing evidence systematically and comprehensively. This empirical review aims to be based on three objectives. Namely, to assess employee perceptions of the performance of Artificial Intelligence (AI) in his 3-star hotel in Harare (Zimbabwe). Particular emphasis is placed on Holiday Inn and Ambassador hotels. Evaluate the factors that cause the number of Holiday Inn customers to decline over time and finally identify the relationship between employee perceptions of service quality and Holiday Inn customer loyalty.

### **2.4 Evaluation of employee's perceptions**

Evaluate employee perceptions of the artificial intelligence (AI) performance of 3-star hotels in Harare, Zimbabwe, specifically Holiday Inn and Ambassador Hotel

. In the supply chain context, different employee perceptions exist. We considered management. Examples include: Recognize the benefits of using AI in supply chain management, including increased efficiency, reduced costs, and improved decision-making. Recognizing the risks and challenges associated with the use of AI in supply chain management, including privacy concerns, cybersecurity risks, and potential job losses. Awareness of the ethical implications of using AI in supply chain management, including the potential for bias and discrimination. For example, employee perception of the benefits of using AI in supply chain management. Employees can realize benefits such as increased efficiency and cost savings. For

example, you might discover how you can use AI to automate certain tasks, such as inventory management or order processing, to save time and money. AI's ability to process large amounts of data and recognize patterns that are difficult for humans to spot may also lead to benefits such as improved decision-making.

Supply chains in the hotel industry, for example, are often criticized for being slower to implement advanced technology (AI) in guest rooms than in general operations (Siga et al. 2000). To change this perception, the Technology Forum launched the Spatial Technology Working Forum for Room Development in 2016 (Barnes et al., 2020). According to a recent study by Hospitality Technology (2018), hoteliers face significant challenges in meeting increasing guest demands while lacking sufficient budgetary resources to implement new technologies. Another challenge for hoteliers is the shortening life cycle of rapidly changing technologies (Horner, 2013). Innovation theory suggests that hotel guests may be initially very interested in using new technologies out of curiosity (Hirschman, 1980). However, as guests become accustomed to the new technology, the novelty effect diminishes (Beldon and Kutanoglu, 2017). However, to meet the growing customer interest in in-room technology, hotel companies are increasingly adopting technology adoption to meet customer needs and become more competitive (Barnes et al., 2012). Therefore, it is very important for hoteliers to invest in the right one.

AI is an important determinant of hotel customer satisfaction (Singh & Karsavina, 2005) and hotel choice (Cobanoglu, 2018). Research has shown that AI can improve the customer experience and is an important factor influencing customer satisfaction. The study examines indoor technologies (Voice over Internet Protocol (VoIP) phone service, pay-per-view (PPV) movies, voice mail, gaming systems and universal battery chargers), business needs (business centre services, check- in/emergency check out in-room telephone, alarm clock and easily accessible electrical outlets) and internet access. However, a number of amenities (electronic in-room safe, guest control panel, in-room

computer, mobile access to hotel website, electronic lock, flat-screen HDTV) are the only categories that do not affect guest satisfaction hotel (Kutanoglu, Berezina, Karsavina and Erdem, 2011). Hotel companies typically focus on customer experience and satisfaction when choosing a hotel, so they have more resources available to monitor the guest experience. Good customer experience management increases customer loyalty, strengthens brand preference, increases sales and reduces costs (España, 2006). Customer satisfaction is the result of customer experience, often measured on a "happiness" scale. It can be defined as a state of mind in which a customer's needs and expectations are met or exceeded by a product or service. It is described as the relationship between perceived quality and post-purchase evaluation. Satisfied customers can lead to subsequent repeat purchases and extended loyalty.

## **2.5 Customer empowerment technologies.**

Guest Empowerment Technology (GET) is a unique self-service system designed to enable guests to take control of their stay without direct intervention from hotel staff. Examples of GETs include in-room check-in systems, lobby check-in and check-out kiosks, in-room entertainment, mobile phone systems, and private online systems (Erdem et al., 2019). Van Hoof, Verboten, and Combrink stated in 1996 that GET was designed to reduce labour costs and increase hotel operations while improving the guest experience. For example, placing signs on kiosks reduces the number of employees who need to engage in manual activities, allowing employees to work harder to improve customer service, thereby satisfying customers (Erdem et al., 2019). However, relevant studies show that observation is one of the five behaviours with the lowest satisfaction (Usta, Kutanoglu, Berezina, 2021). But a recent survey of 106 respondents found that nearly 80% of guests prefer online or other self-check-in services. Consumers want to replace long queues with easy-to-use and time-consuming tools (Bhangu, 2019). Another study by the Cornell University Restaurant Research Centre found that self-checkout was one of the technologies guests most liked to use

(Verma, Victorino, Cardician, and Feikert, 2007). Using GET not only reduces labour costs but also increases customer satisfaction. Therefore, hotel managers should consider using them to gain a competitive advantage and meet the needs of guests as they want to get from their rooms (Erdem et al., 2019).

## **2.6 Strategies used to embrace employee's perceptions on AI**

### **2.6.1 Change Management**

Change management refers to the process of helping employees adapt and adopt new technology and processes in the workplace. In the context of artificial intelligence in supply chain management, change is important to ensure that employees receive new tools and can use them effectively. Without the right changes, employees will resist using AI, leading to negative outcomes.

### **2.6.2 Education and training**

This includes providing employees with information about artificial intelligence and how it works, as well as training them on how to use the technology. Another concept is called "communication". This includes keeping employees informed about the progress of the AI implementation and addressing any concerns or questions they may have. Collaboration is another concept that involves people working on the design and implementation of AI systems. This will help ensure that the process is designed to meet the needs of employees and the organization and is appropriate for the organization's unique position. These strategies also help gain employee trust and support for new processes.

### **2.6.3 Competition and external forces**

AI is already benefiting the supply chain; It is clear that intelligence has become a beautiful tool. But there are many factors that facilitate and facilitate the adoption of artificial intelligence. Environmental impacts such as the recent COVID-19 pandemic

have increased interest in artificial intelligence and led to the emergence of many online businesses that use artificial intelligence such as virtual assistants and chatbots. (Mhlanga, 2020; Vasilyeva et al., 2021.) Moreover, intensifying business competition has led companies to adopt AI as a way to generate profits through good competition and avoidance of competitors. The race to be first shows that many companies are using AI, and others will need to follow. (Vasilyeva et al., 2021.)

#### **2.6.4 Interdepartmental cooperation**

Another factor that can influence the adoption of AI in internal business processes is the connection and collaboration between IT departments and business representatives within a company. Greater attention and involvement of the IT department in business processes, as well as the willingness of business representatives to improve their skills, can support the use of artificial intelligence in business. Companies can leverage AI and reap the benefits of technology by improving collaboration between different departments and enabling employees to develop their skills. (Vasilyeva et al., 2021.)

#### **2.6.5 Public opinion**

Society's sensitivity plays an important role in the speed of adoption and adoption of artificial intelligence. The ease of introducing new technology into an industry often depends on the public and organization's attitude towards it. (Kelly et al., 2023.) There is a significant difference in understanding of AI between employees in organizations currently using AI solutions and employees in organizations that do not plan to adopt AI in the future (Vasilyeva et al., 2023). Additionally, social economic criteria should be taken into account when using AI to avoid negative externalities and social barriers that could limit the potential of the technology. Therefore, businesses need to overcome the problems of fear and resistance to change to support the use of new technologies, including wisdom in information and communication technologies (ICT). (Vasilyeva et

al., 2021.) Additionally, Vasilyeva et al. (2021) found that social factors such as trust and a good understanding of expertise have a positive impact on adoption. Different organizations have different attitudes towards intellectual property, influenced by factors such as education, interest and technology awareness. A person's dissatisfaction or disinterest in AI may stem from a lack of understanding of AI's applications rather than ignorance. (Vasilyeva et al., 2021.) In addition, employees' attitudes towards artificial intelligence also differ depending on whether they currently use it or not. Experts believe that digitization behavior depends on employees' previous experience with machines and how management encourages employees to adopt new technologies while still talking about making their jobs stable and continuous. their new needs. (Vasilyeva et al., 2021.)

#### **2.6.6 lack of emotional exhibitions**

Despite advances in technological intelligence, the problems are still psychological and have not yet reached the level of human intelligence. In the context of asset management and services, employees and relationship managers are able to connect with investors on an emotional level that was never intellectual; Therefore, the role of human employees is crucial when dealing with customers' life situations and major events such as divorce, death of a parent or spouse, or unemployment. Successful workplaces will use hybrid models that leverage the computing power of AI and human intuition. (Kingsthorpe and Thalmann, 2020.)

#### **2.6.7 Biased Training Data**

Another challenge is assuring the unbiasedness of data in the system. Therefore, the quality of data fed into the system to train the AI needs to be carefully considered. The input data can sometimes be incomplete or biased or skewed. This bias can also be the result of human normative biases, like opinions, cultural assumptions, prejudices, and others. (Paschen et al., 2020.) And as AI can be a self-learning model, it improves itself

with the data fed into its system and becomes more accurate with every use. Nevertheless, the model is as good as the input data fed into it and the algorithm as good as the data it operates with. Therefore, feeding biased information into the AI system will generate biased outcomes. (Kingsthorpe and Thalmann, 2020). On the other hand, another problem may arise from the divergence between the training data and the target customers due to temporal bias which is when data evolves over time and is no longer consistent with the input data (Omowale, 2021); or from sampling bias when the input data selected from the population is skewed towards specific sections of the data and does not reflect the population distribution (Omowale, 2021). In that case, it makes the training data unsuitable for the ML model. The drawback appears when data used to train the ML algorithm is not representative of the category of the targeted customers. An example of this issue appears in lending when the data that trained the ML algorithm for credit risk evaluation is dissimilar to the category of customers being considered for the granting of the loan. (Blattner and Nelson, 2021.)

## **2.7 Research Gap**

Despite the abundance of research available regarding employees' perspectives on the impacts of artificial intelligence (AI) in procurement and supply chain frameworks, there exist notable gaps that necessitate attention. The prevailing literature predominantly focuses on industrialized nations, specifically the United States of America and European countries. However, this particular investigation delves into the perceptions of employees concerning the influence of AI within the supply chain context in developing nations such as Zimbabwe. Furthermore, the study assesses employees' opinions on AI performance in 3-star hotels located in Harare, Zimbabwe, with a specific emphasis on Holiday Inn and Jamerson hotels. The primary objective is to analyse the factors contributing to the gradual decline in customer levels at Holiday Inn and to establish a correlation between employees' views on service quality and customer loyalty at the same hotel. Additionally, the existing literature regarding AI's

impact on employees' perceptions, particularly in terms of cybersecurity challenges, remains largely incomplete, leaving numerous inquiries unanswered. This study aims to address these pivotal inquiries and offer valuable insights into effective risk mitigation strategies within the supply chain domain. Moreover, there is a dearth of knowledge concerning employees' specific perceptions related to AI in supply chain management, a lack of research on optimal approaches to navigate the transitional process associated with AI implementation in the workplace, and insufficient exploration of the long-term implications of AI on the supply chain, encompassing potential disruptions and workforce transformations.

## **2.8 Summary**

This chapter covered the literature related to the study. It attempted to answer the research questions stressed in the first chapter. The purpose of the literature was to build and provide a foundation for the study by granting an in-depth view on the topic under study. The next chapter presents the research methodology used for the study

## CHAPTER III

### RESEARCH METHODOLOGY

#### 3.3.1 Introduction

This chapter delves into the methodology employed in the study to gather comprehensive information and address the research inquiries regarding employees' perspectives on the impacts of Artificial Intelligence (AI) in the supply chain. It encompasses various aspects including research design, approach, methods, tools, the target population, sampling techniques, ethical considerations, and data analysis and presentation.

#### 3.2 Research design

As per Kumar (2022), a research design is a comprehensive strategy that links the study objectives, questions, and empirical discoveries. In research, there are two fundamental categories of research design which encompass qualitative and quantitative research designs. These categories are further subdivided into subcategories including experimental research design, correlation research design, descriptive research design, diagnostic research design, and explanatory research design. This study adopted a descriptive research design due to the nature of the research. Descriptive research design identifies the primary focus of the study and seeks to investigate it through various assumptions and methodologies (Dave, 2016). This research design utilizes data collection instruments such as natural observations, case studies, and questionnaires to gather data, thereby highlighting its significance over other types of research designs. Descriptive research design was chosen for this study because it can employ a wide array of research methods to examine one or more variables, unlike experimental research design which lacks control over variables and solely observes and measures them.

### 3.3 Target population

A population is a collective of individuals, events, or objects sharing a common characteristic, representing the entirety or a portion of cases under study (Creswell, 2017). This encompasses the individuals from whom information is sought and who are the primary stakeholders in the study. In this specific study, the study population consists of 60 participants, including procurement officers, computer specialists, and general employees.

### 3.4 Sample size

Creswell (2017) defines a sample as a subset of the target population that the researcher intends to study and draw generalizations about the entire population. Barnyard and Hanekom (2016) characterize a sample as a subgroup of the population, while Chiromo (2006) concurs that a sample is a smaller group or subset selected from the population as a whole. The researcher utilized a stratified random sampling approach to gather detailed information from the overall population. The sample size refers to the specific employees participating in the research. Given the impracticality of collecting data from the entire population due to time constraints, a sample size must be chosen. Half of the study population was selected as a representative sample

*Figure 3.0.1 Population*

Category	Total population	Sample size
General employees	25	15
Computer experts	20	15
procurement officers	15	10
Total	60	40

Source: Primary source (2024)

### **3.5 Sampling procedures/techniques**

As noted by Dana et al. (2020), sampling involves the deliberate selection of a subset from the population of interest in a research study. Given the impracticality of involving the entire population in most research projects, a smaller, more manageable group is chosen for data collection purposes. Sampling from the population proves to be a more feasible approach, enabling quicker data collection at a lower cost compared to attempting to reach every individual in the population. Sampling techniques are commonly classified into probability sampling and non-probability sampling. Turner (2020) highlights that in probability sampling, each element within a sampling frame possesses a known and non-zero probability of being selected. Conversely, non-probability sampling does not adhere to this principle. In this particular study, a stratified random sampling technique was employed to select the respondents.

#### **3.5.1 Stratified random sampling**

In order to gain diverse perspectives on employee perceptions regarding the impact of AI in the supply chain sector in Zimbabwe, a stratified random sampling approach was implemented. Individuals were randomly chosen from the workplace, facilitating the collection of varied viewpoints. The research specifically targeted procurement officers/managers, computer experts, and general employees. Due to time constraints, the researcher selected 40 participants from these different categories to assess employee perceptions of AI's effects on the supply chain in Zimbabwe. This sampling method was chosen to ensure a high level of representativeness across all strata of the phenomenon.

### **3.6 Data collection methods/instruments**

According to Egnyte (2021), a data collection method refers to a systematic strategy for accurately gathering information from diverse sources to yield insights and

answers, such as testing hypotheses or evaluating outcomes. There are two primary types of data collection methods: primary and secondary. Primary data collection involves the direct gathering of information, while secondary data collection involves retrieving data from existing repositories. Egnyte (2021) further explains that secondary data collection methods involve utilizing information from external sources or the results of previous analyses. Secondary data collection, being second-hand information, is typically more cost-effective than primary data collection. Therefore, the study opted for primary data collection methods to acquire firsthand information.

### **3.7 Interviews**

The study employed structured face-to-face interviews as a method of data collection, targeting managerial respondents. A random sampling technique was utilized to ensure equal opportunity for selection. Each participant underwent a single ten-minute interview session, starting with a self-introduction. Data was recorded using phone recorders and noted down in notebooks. The interviews were conducted with procurement officers/managers, general employees, and computer specialists to gather data.

### **3.8 Questionnaires**

Questionnaires were utilized for data collection, specifically closed-ended/structured questionnaires in this study. This type of questionnaire restricts participants to predetermined response options, making it easier and quicker to answer. The questionnaires were distributed to top management and tourists using a random sampling method for participant selection. Respondents were given ten minutes to complete the questionnaires, with researchers using notebooks to record the information provided. The questionnaire sessions began with the researcher introducing themselves.

### **3.9 Pilot study**

A pilot study, conducted in 2017, was described as an initial phase of the research protocol to plan and adjust the main study. This smaller-scale study aimed to assess the validity of the main trial. Pre-testing questionnaires was carried out in various tourism sectors such as Gonarezhou National Park, Kariba Dam, and Great Zimbabwe Monuments in Zimbabwe. Results from the pre-testing indicated that some questions were challenging to respond to, prompting adjustments to ensure clarity and ease of understanding for final distribution.

### **3.10 Data analysis and presentation**

Data analysis, as defined by Johnson (2022), involves cleaning, transforming, and modelling data to extract useful information for business decision-making. The study employed thematic analysis diagnostic technique to comprehend the context of events and identify precise problem-solving approaches. The data was presented using pie charts, graphs, tables, text, and an interview summary, with a focus on clear and understandable graphic and tabular representations for easier interpretation.

### **3.11 Summary**

The main focus of this chapter was to outline the research methodology, covering details on the population and sample, research philosophy, chosen research strategy justification, and data collection tools. The chapter concluded with data analysis and presentations. The upcoming chapter will delve into data presentation, analysis, and interpretation of findings.

## **CHAPTER IV**

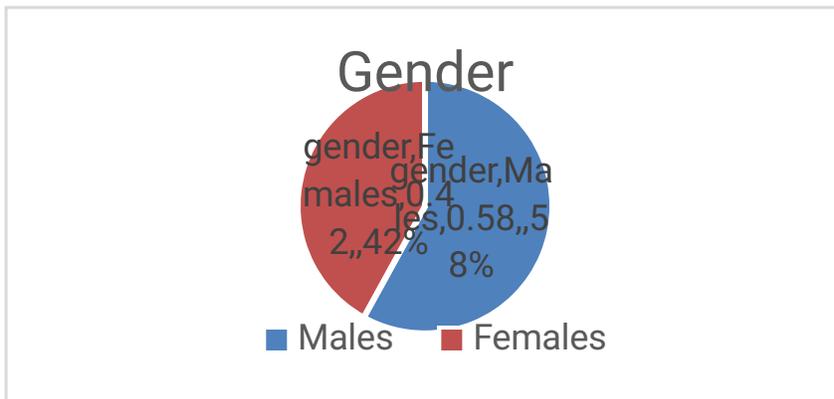
### **DATA ANALYSIS AND PRESENTATION**

#### **4.1 Demographic information**

Hayes (2022) defines demographic analysis as the analysis of population characteristics such as age, race and gender. Demographic information includes socioeconomic indicators presented in statistical form that may include employment, education attainment, income levels, marriage rates, and birth and death rates (Hayes, 2022). The researchers sought demographic information to determine what background characteristics of the participants might influence the current study.

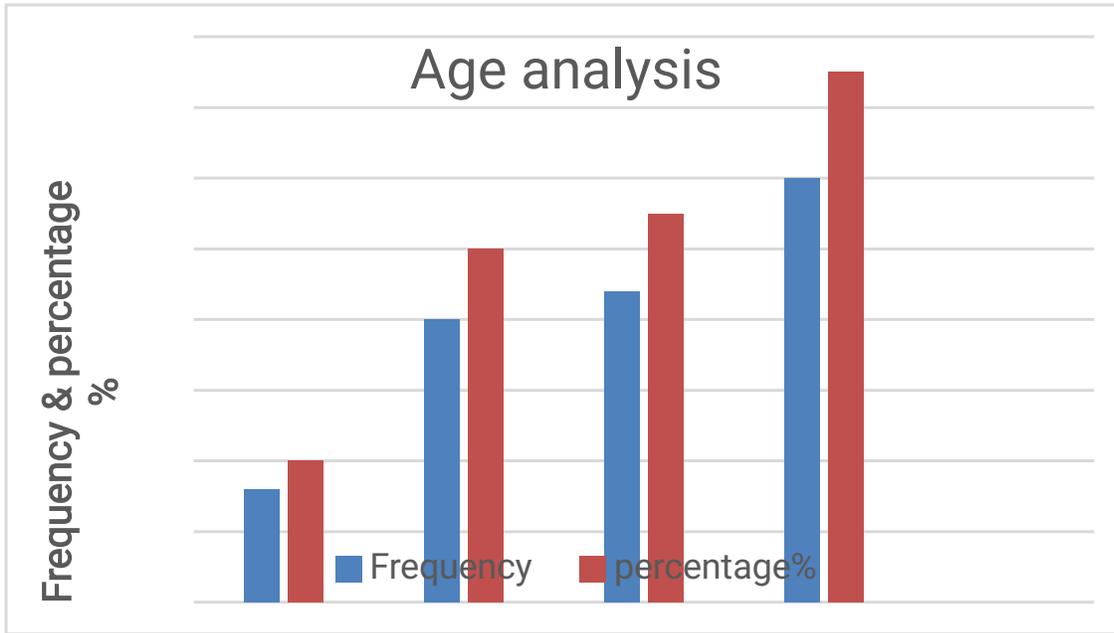
#### 4.2. Gender distribution

Researcher asked about the gender demographics of Holiday Inn and Ambassador Hotel participants.



**Figure 4.0.1** Gender distribution (Source: Primary data)

Hayes (2022) defines demographic analysis as the analysis of population characteristics such as age, race and gender. Demographic data includes socioeconomic indicators presented in statistical form that may include employment, education, income level, marriage, and birth and death rates (Hayes, 2022). The researchers sought demographic information to determine whether participants' background characteristics would influence the current study.



**Figure 4.2**Age analysis (Source: Primary data)

The figure above, 8% of POSB respondents are below 25 years, between the ranges of 25 to 35 years is 25%, 27.5% between 36 to 46 years and 37.5% for 47 years and above.

#### 4.3.2 Work experience

Shukla, Shahane and D’Souza (2017), questioning about work experience helps the researcher to understand the level of knowledge the population has Table 4.2.

*Table 4.1: Work experience*

Duration (years)	0-5	6-10	11-15	16 & above	Totals
Frequency	4	8	12	10	34
Percentage %	11.8	23.5	35.3	29.4	100

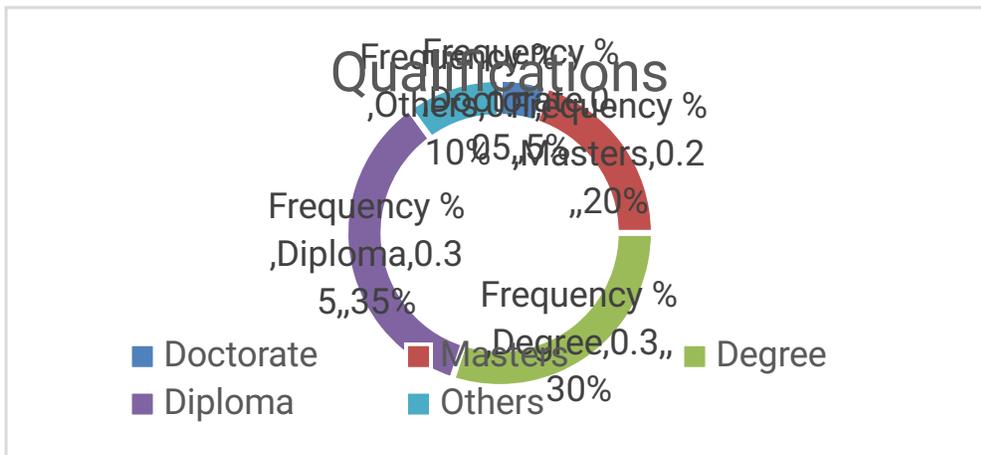
**Source: Primary data**

The table above indicates that 11.8% of workers have between 0-5 years of work

experience, 23.5% between 6-10 years, 35.3% between 11-15years and 29% with 16years and above work experience in hotels

#### 4.3.4 Qualifications

The researcher understands that one’s qualifications determines his/her level of knowledge. The figure below shows the respondents’ qualifications.



**Figure 4.3: Respondents’ qualifications (Source: Primary data (Nvivo12))**

The figure shows that 5% of the respondents have a doctorate qualification, 20% have masters, 30% holds degrees, 35% have diplomas and 10% have other qualifications in the hotels under study.

#### 4.4 Results Theme 1: Key Dimensions of Service Quality

The study pinpointed key dimensions of service quality that influence guest and employee perceptions in 3-star hotels in Harare, particularly at Holiday Inn. These dimensions encompassed responsiveness, reliability, assurance, empathy, and tangibles. Employees viewed AI as positively impacting service quality by amplifying responsiveness through accelerated response times, reliability through consistent performance, assurance through precise information delivery, empathy through

personalized interactions, and tangibles through enhanced physical facilities.

Upon examining the key dimensions of service quality influencing both guest and employee perceptions within the hotel sector, various crucial findings surfaced. Employees identified responsiveness as a pivotal aspect influenced by AI, noting that automated systems facilitated swifter response times to guest inquiries and requests, thereby heightening overall guest satisfaction. Additionally, the reliability of AI-driven processes was underscored, with employees acknowledging the consistency and accuracy of AI technologies in executing tasks such as inventory management and order processing. Furthermore, employees accentuated the assurance provided by AI systems, particularly in terms of delivering accurate information and recommendations to guests, thereby instilling confidence in the services rendered. The empathy dimension was also addressed, as employees recognized AI's capability to personalize guest experiences through data-driven insights, ensuring that interactions were tailored to individual preferences and needs. Lastly, the tangibles aspect of service quality, encompassing physical facilities and amenities, was observed to benefit from AI-driven enhancements, leading to a more visually appealing and technologically advanced environment for guests.

Furthermore, employees underscored the transformative potential of AI in augmenting operational processes beyond traditional service dimensions. They highlighted how AI-driven analytics and predictive modelling enabled more precise demand forecasting and inventory management, resulting in reduced wastage and enhanced resource allocation. Additionally, AI-powered recommendation engines were commended for their capacity to personalize marketing strategies and upsell opportunities, thereby augmenting revenue streams while concurrently enriching the guest experience. Moreover, employees noted the role of AI in streamlining internal communication and collaboration, citing examples such as chatbots for HR inquiries and automated scheduling systems for staff rosters. By automating routine administrative tasks, AI

liberated employees to concentrate on more value-added activities, such as providing personalized guest services and addressing complex inquiries or issues. Furthermore, employees recognized the potential for AI to drive innovation and differentiation within the hotel sector. They deliberated on how AI-powered technologies such as virtual concierges, smart room controls, and robotic assistants could create unique selling points for hotels, attracting tech-savvy guests and distinguishing them from competitors.

Furthermore, employees noted the cultural shift that accompanies the integration of AI technologies into the hotel sector. They observed a gradual transition towards a more data-driven and technologically adept workforce, where employees were increasingly expected to possess digital literacy skills and adapt to new ways of working. This cultural transformation, while advantageous in many respects, also posed challenges such as resistance to change and concerns about job security among some staff members.

Additionally, employees accentuated the significance of effective change management strategies to facilitate the adoption of AI and mitigate potential resistance. They emphasized the necessity for clear communication, training programs, and ongoing support to assist employees in comprehending the rationale behind AI initiatives and developing the skills essential to leverage these technologies effectively. Furthermore, employees underscored the role of leadership in fostering a culture of innovation and experimentation, where employees felt empowered to embrace new technologies and contribute ideas for improvement. Furthermore, employees discussed the ethical considerations surrounding AI deployment in the hotel sector, particularly concerning issues such as data privacy, algorithmic bias, and the potential displacement of human workers. They underscored the importance of responsible AI governance frameworks that prioritize transparency, fairness, and accountability in decision-making processes. By proactively addressing these ethical concerns, hotels could cultivate trust with both

employees and guests and ensure that AI technologies are implemented in a socially responsible manner.

Furthermore, employees highlighted the evolving nature of their roles and responsibilities in the context of AI integration. They noted that while AI technology streamlined many routine tasks, it also necessitated a shift towards higher-order skills such as critical thinking, problem-solving, and emotional intelligence. Employees recognized the importance of continuous learning and professional development to adapt to these changing demands and remain competitive in the workforce. Moreover, employees discussed the potential impact of AI on job satisfaction and career progression within the hotel sector. While some expressed concerns about job displacement and deskilling, others viewed AI as an opportunity to focus on more meaningful and fulfilling aspects of their work. They emphasized the importance of proactive career planning and upskilling initiatives to empower employees to navigate the changing landscape and pursue growth opportunities within their organizations.

Additionally, employees highlighted the role of organizational culture in shaping attitudes towards AI adoption. They noted that a culture of trust, openness, and collaboration was essential for fostering acceptance and engagement with AI initiatives. Employees emphasized the importance of leadership in championing AI-driven innovation and creating a supportive environment where employees felt valued and empowered to contribute their ideas and insights. Furthermore, employees recognized the need for ongoing evaluation and refinement of AI systems to ensure alignment with organizational goals and values. They emphasized the importance of soliciting feedback from both employees and guests to identify areas for improvement and address any concerns or challenges that arise during the implementation process. By fostering a culture of continuous improvement and innovation, hotels could harness the full potential of AI to drive success and maintain a competitive edge in the market.

### **4.3 Results Theme 2: Factors Contributing to Decline in Clientele Levels**

Factors contributing to the gradual decline in clientele levels at Holiday Inn and Ambassador hotels due to the implementation of AI were thoroughly examined. The study revealed that while AI enhanced operational efficiency and cost reduction, it also resulted in a decrease in personal interactions and human touchpoints, which were valued by some guests. Furthermore, employees expressed concerns regarding job security and the necessity for upskilling to adapt to AI advancements.

In exploring the factors behind the gradual decline in clientele levels at Holiday Inn and Ambassador hotels due to AI integration, several significant insights emerged. Employees emphasized the impact of AI-driven automation on the guest experience, noting that although it streamlined operational processes, it also led to a reduction in personal interactions and human touchpoints valued by guests. This shift towards automated check-in/check-out systems and self-service kiosks was perceived to diminish the warmth and hospitality associated with the hotel experience. Additionally, employees voiced apprehensions about job security and the potential displacement of human workers due to AI implementation. They highlighted the uncertainties surrounding job stability, which may have contributed to decreased morale and motivation levels among employees, ultimately affecting the quality of service provided to guests.

Furthermore, employees discussed the challenges of striking a balance between AI-driven automation and personalized guest experiences. While AI technologies enabled hotels to optimize processes and enhance efficiency, they also posed risks of dehumanizing the guest experience and undermining customer loyalty. Employees stressed the importance of finding a middle ground where AI supplements rather than replaces human interactions, ensuring that guests feel valued and appreciated during their stay. Additionally, employees underscored the necessity for continuous training

and upskilling initiatives to equip staff with the required skills to effectively adapt to AI technologies. They emphasized the significance of investing in employee development programs to cultivate a culture of learning and innovation, empowering employees to embrace new technologies and deliver exceptional service to guests.

Moreover, employees elaborated on the broader implications of the decline in clientele levels attributed to AI implementation within the hotel sector. They discussed how this trend not only impacted the immediate financial performance of the hotels but also had repercussions on the overall reputation and brand image. A decrease in clientele levels could indicate guest dissatisfaction, resulting in negative reviews and word-of-mouth publicity that might deter potential future guests from choosing the hotel. Additionally, employees highlighted the interconnectedness of guest satisfaction, employee morale, and business performance. They emphasized that a decline in clientele levels due to AI implementation could initiate a negative cycle, where reduced revenue leads to cost-cutting measures, potentially compromising the quality of service and employee satisfaction further. This detrimental cycle could undermine the long-term sustainability and competitiveness of the hotel in the market.

Furthermore, employees discussed the importance of proactive strategies to address the root causes of the decline in clientele levels and mitigate their impact. They emphasized the need for hotels to conduct comprehensive analyses of guest feedback and sentiment data to identify areas for improvement and tailor their AI strategies accordingly. By listening to guest concerns and preferences, hotels could optimize their use of AI technologies to enhance rather than detract from the guest experience. Additionally, employees stressed the role of communication and transparency in managing guest expectations and perceptions regarding AI implementation. They highlighted the importance of educating guests about the benefits of AI-driven enhancements while assuring them that personalized service and human interaction would remain core elements of the hotel experience. Clear and honest communication

could help alleviate concerns and build trust among guests, ultimately leading to higher levels of satisfaction and loyalty.

Furthermore, employees emphasized the necessity for proactive approaches to counteract the decline in clientele levels attributed to AI implementation. They highlighted the significance of innovation and differentiation in a competitive market, noting that hotels must continuously evolve to meet changing guest preferences and expectations. This may involve exploring new AI-driven technologies or services that add value and set the hotel apart from competitors. Moreover, employees discussed the potential for AI to be leveraged as a tool for guest engagement and retention. They noted that while AI automation may reduce face-to-face interactions, it also presents opportunities for personalized communication and tailored experiences. For instance, AI-powered recommendation engines can analyse guest preferences and behaviours to offer customized suggestions for activities, dining options, or amenities, enhancing the overall guest experience and fostering loyalty. Additionally, employees highlighted the role of data analytics in understanding and addressing the root causes of the decline in clientele levels. By leveraging AI-driven analytics tools, hotels can gain insights into guest booking patterns, satisfaction drivers, and areas for improvement. This data-driven approach enables hotels to make informed decisions and prioritize initiatives that have the greatest impact on guest satisfaction and retention.

Furthermore, employees underscored the importance of employee engagement and empowerment in driving guest satisfaction and loyalty. They emphasized the need for hotels to invest in training and development programs that equip staff with the skills and knowledge to deliver exceptional service in an AI-enabled environment. Additionally, fostering a culture of innovation and continuous improvement encourages employees to contribute ideas and solutions that enhance the guest experience and drive business success.

#### **4.5 Results Theme 3: Factors Contributing to Good Relationship between Clients**

The study explored the key factors contributing to a positive relationship between clients, resulting in a high-quality guest experience at Holiday Inn following the introduction of AI. Findings indicated that effective communication, personalized services based on guest preferences gathered through AI analytics, and proactive problem-solving enhanced guest satisfaction and loyalty. Employees viewed AI as a tool to anticipate guest needs better and customize services accordingly.

In examining the factors contributing to a positive relationship between clients, leading to a high-quality guest experience at Holiday Inn and Ambassador hotels following the introduction of AI, employees identified several crucial drivers that boosted guest satisfaction and loyalty. Firstly, employees stressed the significance of effective communication facilitated by AI technologies. They noted that AI-powered chatbots and virtual assistants enabled prompt and personalized responses to guest inquiries and requests, enhancing overall satisfaction. By leveraging AI-driven communication channels, hotels could ensure that guests felt heard, valued, and well-informed throughout their stay.

Moreover, employees highlighted the role of personalized services in nurturing a positive client relationship. AI technologies, such as guest preference tracking systems and recommendation engines, allowed hotels to anticipate and cater to individual guest needs and preferences. By providing tailored experiences and amenities, hotels could create memorable moments that resonated with guests and encouraged repeat visits and positive word-of-mouth recommendations. Additionally, employees discussed the importance of proactive problem-solving in building client trust and loyalty. AI-driven analytics and predictive modelling enabled hotels to identify potential issues or challenges before they escalated, allowing for timely intervention and resolution. By addressing guest concerns proactively and efficiently, hotels could demonstrate their

commitment to customer satisfaction and strengthen client relationships. Furthermore, employees emphasized the role of AI in enhancing operational efficiency and service quality, indirectly contributing to a positive client relationship. Streamlined processes, optimized workflows, and improved resource allocation enabled by AI technologies ensured that guests received seamless and consistent experiences throughout their stay. By minimizing wait times, reducing errors, and maximizing staff productivity, hotels could create a favourable impression and instil confidence in their clients.

Moreover, employees elaborated on the significance of data-driven insights facilitated by AI in nurturing a positive relationship between clients at Holiday Inn and Ambassador hotels. They highlighted how AI-powered analytics allowed hotels to gain a deeper understanding of guest preferences, behaviours, and satisfaction drivers. By leveraging data insights, hotels could tailor their services and offerings to meet the unique needs and expectations of individual guests, thereby fostering a stronger connection and sense of loyalty. Additionally, employees discussed the role of AI in enhancing the overall guest experience through personalized recommendations and proactive engagement. AI-driven recommendation engines analysed guest data to suggest relevant amenities, activities, or services based on past behaviours and preferences. Additionally, AI-powered chatbots and virtual assistants provided guests with real-time assistance and information, creating a seamless and convenient experience that contributed to heightened satisfaction and loyalty. Additionally, employees emphasized the importance of consistency and reliability in building trust and rapport with clients. AI technologies enabled hotels to deliver consistent service standards and experiences across various touchpoints, from booking to check-out. By minimizing errors and discrepancies through automation and data-driven decision-making, hotels could instil confidence in their clients and reinforce their commitment to excellence.

Furthermore, employees highlighted the role of AI in empowering staff to deliver

exceptional service and exceed guest expectations. AI-driven tools and systems provided employees with valuable insights and recommendations, enabling them to anticipate guest needs and preferences proactively. Additionally, AI-powered training and development programs equipped staff with the skills and knowledge needed to deliver personalized and memorable experiences that fostered strong client relationships.

#### **4.6 Results Theme 4: Implications and Comparisons with Prior Research**

The study's findings were discussed in relation to prior research, highlighting the implications of AI adoption in the hotel sector. While employees generally viewed AI positively in terms of improving operational efficiency and service quality, concerns regarding job displacement and the erosion of personal interactions echoed findings from previous studies. Recommendations were made to address these concerns through targeted training programs, transparent communication, and a hybrid approach that integrates AI with human touch to maintain guest satisfaction.

In examining the implications of the study's findings and comparing them with prior research, employees highlighted several key insights that shed light on the evolving landscape of AI adoption in the hotel sector. Firstly, employees emphasized the need for a nuanced approach to AI integration, balancing the benefits of automation and efficiency with the preservation of personalized guest experiences and human interactions. While AI technologies offered opportunities for streamlining processes and enhancing operational efficiency, they also posed challenges such as the potential erosion of the human touch and job displacement concerns among staff. These findings resonated with prior research highlighting similar tensions between the benefits and drawbacks of AI adoption in service industries. Moreover, employees underscored the importance of addressing employee concerns and providing adequate training and support to facilitate the successful implementation of AI technologies.

They emphasized the role of organizational leadership in fostering a culture of innovation, transparency, and continuous learning, which was crucial for driving acceptance and engagement with AI initiatives among staff. These insights aligned with prior research emphasizing the significance of leadership support and employee empowerment in navigating organizational change associated with AI adoption. Additionally, employees discussed the ethical considerations surrounding AI deployment in the hotel sector, echoing findings from prior research. They emphasized the importance of responsible AI governance frameworks that prioritize transparency, fairness, and accountability in decision-making processes. By addressing ethical concerns proactively and ensuring that AI technologies are deployed in a socially responsible manner, hotels could build trust with both employees and guests and mitigate potential risks and liabilities. Furthermore, employees highlighted the need for ongoing evaluation and refinement of AI systems to ensure alignment with organizational goals and values. They emphasized the importance of soliciting feedback from both employees and guests to identify areas for improvement and address any concerns or challenges that arise during the implementation process. By fostering a culture of continuous improvement and innovation, hotels could harness the full potential of AI to drive success and maintain a competitive edge in the market.

Furthermore, employees discussed the broader implications of the study's findings for the hotel industry as a whole. They emphasized the need for hotels to stay agile and responsive to changing guest preferences and technological advancements. In particular, they highlighted the importance of leveraging AI not only to optimize internal processes but also to enhance the overall guest experience and differentiate themselves in a competitive market. Moreover, employees underscored the potential for AI to drive innovation and transformation across various facets of the hotel business, from guest services to revenue management. They noted that AI technologies could enable hotels to offer personalized experiences, improve operational efficiency,

and gain actionable insights from data analytics. By embracing AI as a strategic enabler, hotels could unlock new opportunities for growth and competitiveness in an increasingly digital and data-driven landscape. Additionally, employees emphasized the need for collaboration and knowledge-sharing within the industry to maximize the benefits of AI adoption. They suggested that hotels could benefit from sharing best practices, lessons learned, and success stories related to AI implementation. By fostering a culture of collaboration and continuous learning, hotels could accelerate their AI journey and drive innovation collectively, ultimately benefiting both guests and the industry as a whole. Furthermore, employees highlighted the importance of anticipating and addressing potential challenges and risks associated with AI adoption. They noted that concerns such as data privacy, algorithmic bias, and job displacement warranted careful consideration and proactive mitigation strategies. By prioritizing ethical AI governance and responsible decision-making, hotels could build trust with stakeholders and mitigate potential risks, ensuring that AI technologies are deployed in a manner that is fair, transparent, and socially responsible.

#### **4.7 Discussion of Results**

The discussion section analysed the implications of the findings in relation to existing literature and theoretical frameworks. It addressed the alignment or divergence of results with prior research, providing explanations for any discrepancies observed. The impact of AI on employee perceptions, job roles, and organizational dynamics was discussed, emphasizing the importance of addressing employee concerns to ensure successful AI implementation in the hotel sector. In the discussion of the study's results, it is essential to delve deeper into the implications and nuances of the findings regarding employee perceptions of AI in the hotel sector. The study's results shed light on various facets of AI adoption, including its impact on service quality, factors contributing to changes in clientele levels, and the dynamics of client relationships.

One key point for discussion is the balance between AI-driven automation and personalized guest experiences. While AI technologies offer opportunities for efficiency gains and cost savings, they also pose challenges in maintaining the human touch and warmth that guests value in the hospitality industry. This tension underscores the importance of finding a middle ground where AI complements rather than replaces human interactions, ensuring that guests feel valued and appreciated during their stay. Furthermore, the study's findings highlight the importance of addressing employee concerns and providing adequate training and support to facilitate the successful implementation of AI technologies. Employees play a crucial role in delivering high-quality service and maintaining guest satisfaction, and their acceptance and engagement with AI initiatives are essential for their success. Therefore, hotel management must prioritize employee empowerment, training, and communication to foster a culture of innovation

Furthermore, the outcomes of the research emphasize the necessity for hotels to embrace a proactive stance towards the integration of AI, foreseeing and handling potential challenges and risks linked with its application. Ethical aspects, such as data privacy and algorithmic bias, need to be meticulously overseen to ensure that AI technologies are utilized in an equitable, transparent, and socially responsible manner. By giving precedence to ethical AI governance and responsible decision-making, hotels can establish trust with both their staff and guests, consequently reducing potential risks and liabilities.

Moreover, the discoveries of the study have implications for the wider hotel industry, accentuating the transformative capacity of AI in propelling innovation and differentiation. Hotels must remain adaptable and receptive to evolving guest preferences and technological advancements, utilizing AI to enrich the guest

experience, enhance operational efficiency, and set themselves apart in a competitive market. Collaboration and sharing of knowledge within the industry are crucial for expediting AI adoption and collectively driving innovation.

In conclusion, the study illuminated employee perspectives on AI in procurement and supply within the hotel industry, emphasizing its influence on service excellence, customer levels, and guest interactions. The findings highlighted the necessity for a well-balanced approach to AI integration, one that maximizes its advantages while mitigating potential disadvantages. Recommendations were put forth to assist hotel management in utilizing AI to elevate guest experiences while addressing employee apprehensions to cultivate a supportive and flexible workforce.



## CHAPTER V

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This page provides a summary of findings, opinions and recommendations. The results of this study form the basis for making inferences and synthesizing the findings. This chapter begins with an explanation of the achievement of the research objectives. This is followed by an abstract that includes a brief discussion of the research objectives, literature review, and research methods. Recommendations on the impact of artificial intelligence (AI) on service in the hospitality industry are then described, focusing on Holiday Inn and Jameson 3–5-star hotels. Finally, the chapter concludes the study and offers recommendations for future researchers.

#### 5.2 Achieving research objectives

The first aim of this study is to determine the perceptions of employees regarding artificial intelligence performance in 3–5-star hotels in Harare, Zimbabwe, specifically Holiday Inn and Ambassador Hotel. The main objective was achieved by the research presented in Chapter 4. Research shows that the use of Online Hotel Reservation Systems (OHRS) can help staff check out different rooms from hotels and resorts and is a good business tool. Additionally, research shows that the integration of artificial intelligence into hotel products makes work easier and improves economy in certain processes, providing rapid response and adaptation to business needs and employee needs.

The second aim is to determine the factors that cause the decrease in the number of customers at Holiday Inn. Research shows that hotels often look to AI applications as a way to connect with potential guests. Additionally, the study found that ICT can play

an important role in helping hoteliers better understand guest preferences through the development of information such as fire electronic door locks and digital check-in/check-out. The research also shows how political, economic and social factors affect customers' and employees' views of the hotel industry, including events such as disease, conflict, culture and discrimination that may affect customers.

### **5.3 Scientific Research**

This study aims to develop an insight into the factors affecting employee expectations in 3–5-star hotels of Ambassador Hotel and Holiday Inn in Harare, particularly due to the integration of Artificial Intelligence into the hotel food industry. The background of the research shows that the improvement in hotel service quality can be attributed to many factors, such as the introduction of fraud techniques that lead to good business. Additionally, the study references previous studies conducted by other researchers to identify factors affecting employees' expectations regarding service quality. These studies provide suggestions for future researchers to consider when investigating service quality issues. The main objective is to understand the perception of intellectual ability of employees regarding service quality in three-star hotels in Harare, Zimbabwe, specifically Holiday Inn and Ambassador Hotel. The recommendations of the study were explained and suggestions were made for future researchers. A comprehensive literature review looks at the impact of AI on connected devices from a global perspective to its impact on Zimbabwe. When the literature is reviewed, various criticisms of researchers regarding employees' understanding of the impact of skills on service quality are addressed and the aim is to close the knowledge gap. The review also discusses the application of the findings. Quantitative methods were adopted in this study, which included various aspects such as research design, focus group, data collection and data analysis.

### **5.4 Conclusion**

Given that the hotel industry is an important part of Harare's 3–5-star hotel tourism industry, the hotel industry influences the overall attractiveness of Harare's travel destinations. With competition getting tougher in the hotel industry, restaurants are forced to use artificial intelligence to improve business, even though it may affect job security. The success of organizations, including hotels, is increasingly dependent on the use of AI innovation to meet the needs of employees and delight them. This highlights the importance of using multiple services in your marketing strategy. This study aims to evaluate the impact of the use of fraud techniques on the three-star hotel industry in terms of financial and non-financial indicators. The research meets the needs of Harare's business lobby, helping managers understand the impact of various intellectual property innovations and business programs, think about ICT strategies to improve business efficiency. This research is dedicated to supporting hotel marketers and managers in adjusting customer service strategies to achieve business goals. Evidence shows that improving customer experience can deliver significant competitive advantages, including increased revenue, increased employee productivity and improved communications. The emergence of the internet and e-commerce has transformed the hotel industry and played a significant role in increasing brand loyalty in the travel industry. However, the artificial intelligence revolution also brings micro and macroeconomic problems, such as concerns about the security of personal data, distrust of online services, and the decline of knowledge work. Key barriers to providing quality services include high costs, lack of awareness and poor infrastructure.

## **5.5 Recommendations**

This study recommends that hotel managers focus on the positive impact of AI innovations on service delivery before introducing them to guests, considering the impact on employees. It is also recommended to train employees to manage customer perceptions of service delivery and address issues related to poor customer service. Other recommendations include optimizing restaurant resources during production and

performance, understanding the benefits of good customer service, and using AI systems to reduce losses and improve employee satisfaction. Hospitality stakeholders are encouraged to provide comprehensive guidance to reduce revenue and revenue losses for hotel restaurants by implementing sustainable service delivery management measures to prevent environmental damage.

### **5.6 Suggestions for future research**

This study primarily focused on the impact of electronic and AI in the participating 3–5-star hotels in Harare. Future research efforts could include modifying the proposed model to measure the perceptions of employees in different hospitality sectors, such as restaurants, travel agencies, car rental companies, and travel agencies. This extension facilitates direct comparison of results between different stakeholders on the supply side, increasing the breadth of research findings. Future researchers are encouraged to investigate developments in other destinations in Zimbabwe.

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## APPENDIX 1

My name is Melisa. M. Zimete, a female student currently studying Purchasing n Supply at Bindura University Of Science and Technology. In the partial fulfilment of my degree I am required to write a dissertation and so, I am conducting a research entitled the **"Employee perceptions on the effects of artificial intelligence in purchasing and supply chain"** The questionnaire will enable me to obtain useful information (both qualitative and quantitative), that will give the research a more comprehensive result. The questionnaire consist of (12) twelve questions and will take ten minutes to complete. All responses will be kept anonymous and no one will be identified in the research.

## **APPENDIX II: Questionnaires administered to procurement officers/managers.**

1. What are guest's perception of service quality at your organization
2. Do you have a positive example of service quality towards employees on AI that would you like to share?
3. Do you think that AI innovations has impact on your hotel sector towards customer's perceptions?
4. Are you aware of customer's perceptions on service quality?
5. How do economic activities contributing to the gradual decline of your organization?
6. Are the political crisis contributing to the decline in clientele in Holiday Inn and other supply chain sectors?
7. Does the outbreak of diseases such as Cholera, Malaria contribute more to the decline of clientele at your organization?
8. Do you have solutions to factors that contributing to the decline of clientele levels at your organization?
9. What is the relationship between employee's perceptions of service and customer loyalty at your organization?
10. What are the benefits of knowing the relationship between employee's perception of service quality and customer loyalty?
11. Are you aware of how managers from others organization understand by the relationship between employee's perceptions and customer loyalty?
12. Do you think understanding the relationship between guest's perception of service quality and customer loyalty can improve the organizational performance?



## APPENDIX 111

### Questionnaires administered to general employees at 3-star hotel Ambassador hotel

My name is Melisa. M. Zimete, a female student currently studying Purchasing n Supply at Bindura University Of Science and Technology. In the partial fulfilment of my degree I am required to write a dissertation and so, I am conducting a research entitled the **"Employee perceptions on the effects of artificial intelligence in purchasing and supply chain"** The questionnaire will enable me to obtain useful information (both qualitative and quantitative), that will give the research a more comprehensive result. The questionnaire consists of (12) twelve questions and will take ten minutes to complete. All responses will be kept anonymous and no one will be identified in the research.

1. As employees are you aware of guest's perception of service quality at your organization on AI?
- 2.As employees do you have a positive example of service quality on AI towards customer that would you like to share?
3. Do you think that service quality has impact on your hotel sector towards customer's perceptions?
4. As employees do you understand customer's perceptions on service quality?
5. How do economic activities contributing to the gradual decline of your organization and customer's visits.
- 6.Are the political crisis contributing to the decline in clientele in Holiday Inn and Golden Peacock Villa hotels?
7. Does the outbreak of diseases such as Cholera, Covid 19 contribute more to the downfall of clientele at your organization?
8. As employees do you have solutions to factors that contributing to the decline of

clientele levels at your organization?

9. What is the relationship between guest's perceptions of service and customer loyalty at your organization?

10. What are the benefits of knowing the relationship between guest's perception of service quality and customer loyalty and did you alert your managers about the benefits of knowing the relationship between guest perception of service quality on innovation and customer loyalty?

11. Are you aware of how employees from other organizations understand by the relationship between guest's perception and customer loyalty?

12. Do you think understanding the relationship between guest's perception of service quality and customer loyalty can improve the organizational performance?

## APPENDIX IV

### QUESTIONNAIRE ADMINISTERED TO COMPUTER SPECIALISTS AT 3 STAR HOTELS HARARE AT AMBASSADOR HOTEL

My name is Melisa. M. Zimete, a female student currently studying Purchasing and Supply at Bindura University Of Science and Technology. In the partial fulfilment of my degree I am required to write a dissertation and so, I am conducting a research entitled the "Employee perceptions on the effects of artificial intelligence in purchasing and supply chain" The questionnaire will enable me to obtain useful information (both qualitative and quantitative), that will give the research a more comprehensive result. The questionnaire consists of (12) twelve questions and will take ten minutes to complete. All responses will be kept anonymous and no one will be identified in the research.

#### Introduction

Please fill in the spaces provided and tick where appropriate

#### 1) Sex of respondent

Female	Male
<input type="checkbox"/>	<input type="checkbox"/>

#### 2) List the the services of AI being provided here that motivated you make you stay at this organization

1.....

2.....

3.....

4.....

5.....

6.....

7.....

3) Outline and explain the problems you are facing as computer specialists that discouraging from continuing your stay at this organization due to introduction of AI?

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4) What measures have you put in place to address the problem of poor service at this organization due to the use of AI?

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5) In your own view what do you think is the major cause of decline in clientele levels at this organization and why?

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6) What measures have been implemented by Holiday Inn managers to reduce gradual clientele levels at this organization?

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7) How effective are these mentioned measures?

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8) Are there any measures available to compensate the affected?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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If yes, specify

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9) Are you satisfied with the service quality provided here?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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If no, please specify

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.....

10) Are there any other organization you visited before who know the relationship between customer perceptions on service quality and customer loyalty?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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If yes, are they beneficial?

.....  
.....

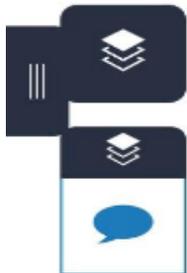
11) Are there any benefits of knowing the relationship between customer perception of service quality and customer loyalty, if yes what are they?

.....  
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12) Do you have any comments related to relationship between customer's perceptions of service quality and customer loyalty, if any what are they?

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**'THANKYOU'**



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**BINDURA UNIVERSITY OF SCIENCE EDUCATION  
FACULTY OF COMMERCE  
ECONOMICS DEPARTMENT**

**RESEARCH SUPERVISION PROGRESS REPORT**

STUDENT'S NAME: MELISA ZIMKETE REG. NUMBER: B-200578 B  
 DISSERTATION SUPERVISOR: MRS TAPFUMA PROGRAMME: PURCHASING AND SUPPLY  
 DISSERTATION TITLE: EMPLOYEES PERCEPTION ON (AI) ARTIFICIAL INTELLIGENCE IN SUPPLY CHAIN

DATE	STAGE OF RESEARCH	SUPERVISORS' COMMENTS
29/01/24	Proposal	
02/02/24	Correction on the problem statement	Well Articulated
04/02/24	Chapter 1	Good
05/02/24	Correction on chapter 1	Excellent
09/02/24	Chapter 2	Very Good
03/03/24	Data collection	Good
18/03/24	Chapter 3	Good
25/04/24	Data analysis	Very Good
26/04/24	Chapter 4	Very Good
29/04/24	Chapter 5	Very Good
17/05/24	Checking plagiarism	Not Found

**OVERALL COMMENTS BY THE SUPERVISOR:**

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 .....  
 .....  
 .....

STUDENT'S SIGNATURE: Melisa Zimkete DATE: 24/05/24

SUPERVISOR'S SIGNATURE: ..... DATE: .....

