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# Harnessing Technology for HR Transformation in Hotel Industry

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**ABSTRACT:** This study paper looks into how technology is being integrated into Human Resources (HR) processes at Rajasthan's heritage hotels, with an emphasis on well-known places like Taj Amer Jaipur, The Oberoi Rajvilas, and The Leela Palace. The study uses a descriptive research methodology and a variety of primary and secondary data collection methods, such as surveys, interviews, and observations. Primary data gathering methods include surveys, interviews, and focus groups with hotel HR professionals, employees, and technology providers, which are supported by secondary data from literature reviews and industry publications. For quantitative data, statistical tools such as Microsoft Excel, Google Sheets, and the One Way ANOVA Test are used, whilst qualitative data is analyzed using theme analysis approaches. The study's findings shed light on the technical obstacles, opportunities, and solutions for HR transformation in heritage hotels. Quantitative data analysis investigates the linkages between technology adoption, HR practices, and organizational performance, whereas qualitative research reveals repeating themes and insights. The integration of findings combines quantitative and qualitative results to provide a full knowledge of the study problem. The research findings are evaluated in light of existing literature, with actionable recommendations for fostering HR innovation and development through technology.

**KEYWORDS:** Digital Recruitment, Virtual Reality, Return on Investment, Performance Management Software, Technology platforms, Internet of Things.

## I. INTRODUCTION

In today's rapidly evolving hotel industry, the convergence of technology and human resources (HR) functions has become a focal point for innovation and transformation. As hotels navigate an era characterized by rapid digitalization and evolving guest expectations, the imperative to harness technology for HR transformation has never been more pressing. This paper sets the stage for a comprehensive exploration of how technology is reshaping HR practices within the hotel industry, with a specific focus on its impact on recruitment, training, performance management, and employee engagement. The hotel industry is renowned for its dedication to delivering exceptional guest experiences, with service excellence serving as a hallmark of success. However, achieving and sustaining this level of excellence relies heavily on the effective management and empowerment of the hotel workforce. Traditionally, HR departments have played a central role in overseeing recruitment, training, and development initiatives aimed at nurturing a skilled and engaged workforce. At the heart of the hotel industry lies its people – the hospitality professionals who weave the fabric of comfort and hospitality for guests worldwide. However, the landscape of hospitality is rapidly evolving, driven by technological advancements that redefine guest expectations, operational efficiencies, and workforce management practices. In this digital era, technology is reshaping the way hotels operate, particularly in managing their most valuable asset: their workforce. The Indian hotel industry serves as a vibrant and dynamic sector in the country's tourism and hospitality landscape. With a rich cultural heritage and diverse landscapes, India has emerged as one of the world's most sought-after tourist destinations, attracting millions of domestic and international travelers each year. The industry caters to a wide range of travelers, offering accommodations that span from budget-friendly guesthouses to luxury resorts. Key features of the Indian hotel industry include its significant market size and growth, diverse accommodation options, major tourism and hospitality hubs, government initiatives to promote tourism, and the adoption of technology to enhance guest experiences. Despite facing challenges such as intense competition and regulatory hurdles, the industry continues to evolve and adapt to changing consumer preferences and market dynamics. This paper delves into the transformative potential of technology in HR management within the hotel industry. By exploring various facets of HR, including recruitment, training, employee engagement, and performance management, the research aims to elucidate the impact of technology on reshaping traditional practices, fostering innovation, and ultimately driving superior guest experiences. The background of the study highlights the historical backdrop of the Indian hotel industry and the evolution of HR technology within it. Historically, HR functions within hotels have been



characterized by manual processes and a reactive approach to talent management. However, the rapid advancement of technology has brought about a paradigm shift, offering hotels innovative solutions to streamline HR processes, optimize resource allocation, and enhance workforce productivity. Recruitment in the hotel industry has been reinvented through technological innovations such as AI-driven recruitment platforms, virtual job fairs, and predictive analytics. Similarly, employee training and development have undergone a digital revolution, with the emergence of e-learning platforms, virtual reality simulations, and mobile learning apps. Performance management is being reshaped through continuous feedback mechanisms facilitated by performance management software, while employee engagement is being fostered through pulse surveys, social collaboration platforms, and sentiment analysis tools. The integration of technology into HR functions is revolutionizing the way hotels attract, develop, manage, and engage their workforce. By leveraging innovative solutions, hotels can streamline processes, optimize decision-making, and cultivate a vibrant organizational culture. Successful HR transformation requires a strategic and holistic approach that prioritizes the human element and aligns with the organization's goals and values. The significance of this study lies in its potential to address key challenges and opportunities facing HR professionals within the hotel industry. By examining the impact of technology on various aspects of HR, the study offers valuable insights into how hotels can leverage technology to overcome challenges, capitalize on opportunities, and achieve strategic HR objectives. Furthermore, the findings of this study have broader implications beyond the hotel industry, serving as a benchmark for HR transformation efforts in other sectors facing similar challenges and opportunities.

## II. OBJECTIVES OF THE STUDY

1. To Analyze prospects for innovation and strategic progress in HR procedures at Taj Amer, The Oberoi, and The Leela Palace in Rajasthan, India.
2. To Identifying the Importance of Technology in the Hotel Industry.
3. To Analyze the use of technology for HR transformation at Taj Amer, Oberoi, and Leela Palace in Rajasthan.
4. To Analyze current trends, problems, and opportunities for The Taj Amer, The Oberoi, and The Leela Palace Rajasthan.

## III. SCOPE OF THE STUDY

This research examines the role of technology in driving HR transformation within renowned luxury hotels in Rajasthan, India, focusing on The Taj Amer, The Oberoi, and The Leela Palace. Rajasthan's rich cultural heritage, tourism industry, and economic landscape serve as contextual factors influencing technology adoption and utilization within these establishments. The study concentrates on the luxury segment of the hotel industry, renowned for exceptional service, amenities, and guest experiences. The research employs a mixed-methods approach, combining quantitative and qualitative data collection methods. Surveys, interviews, focus groups, and observational research gather insights from HR professionals, employees, and technology experts within the selected hotels. The study aims to understand the technological challenges faced by these prestigious establishments when implementing HR transformation initiatives, identify opportunities for innovation and improvement, and formulate strategies to leverage technology effectively for enhancing HR practices. Various technologies relevant to HR transformation within the luxury hotel segment are explored. The research is conducted over a specified timeframe to allow for thorough data collection, analysis, interpretation, and reporting. The duration is determined based on the complexity of the research design and the availability of resources, ensuring comprehensive and timely outcomes. The opinions collected from select employees working in Rajasthan during 2023-24 inform the analysis, providing valuable insights into the state of HR transformation within the luxury hotel industry. Through this research, recommendations and best practices for leveraging technology in HR management are developed, aiming to enhance organizational performance, employee engagement, and guest satisfaction in the luxury hotel sector.

## IV. REVIEW OF LITERATURE

1. Introduction to HR Technologies: Understand How to Use Technology to Improve performance process and latest trends and challenges in Hotel industry (2021)-By Stacey Harri. This book Understand How to Use Technology to Improve Performance Processes and Latest Trends and Challenges in the Hotel Industry. As technology continues to evolve, HR professionals in the hotel industry must embrace innovative solutions to drive performance, enhance employee experiences, and remain competitive. By understanding how to leverage HR technologies effectively, hotels can navigate challenges, capitalize on emerging trends, and unlock the full potential of their human capital in the digital age.
2. Hospitality Management and Digital Transformation “Balancing Efficiency, Agility and Guest Experience in the



Era of Disruption” 2020-By Richard Busulwa. This book illustrates how digital technology improvements produce disruption, as well as the repercussions for hospitality and leisure firms. Hospitality managers are at a key inflection moment. Digital technology improvements are raising visitor expectations and introducing atypical competitors, who are beginning to destabilize the entire sector. Hospitality managers who want their enterprises to prosper must put their organizations in a position to efficiently embrace digital technologies while also delivering breakthroughs in efficiency, agility, and guest experience.

3. Goldsmith, M., & Katz, J. (2015). *Digital HR: A guide to technology-enabled human resources*. John Wiley & Sons. This book provides an overview of digital HR and the role of technology in human resources management, including recruitment and selection. The authors discuss the potential benefits and challenges of using technology, and provide practical advice for implementing digital HR strategies.
4. Rog, E., and Christensen Hughes, J. (2008). Talent management is a tactic used by hospitality companies to increase employee engagement, retention, and hiring. This research investigates This article's goals are to define talent management, explain its significance (especially in light of its impact on hiring, retaining, and engaging employees), and highlight the elements that are essential to its successful use.
5. Pilepić Stifanich, L., & Šimunić, M. (2019). Internet of things (IOT) in tourism and hospitality: opportunities and challenges. *Tourism in South East Europe*, 5, 163-175. This research focus on an increasing number of tourist destinations and hotels are using new technology and solutions to promote their products and services. IoT represents a great opportunity for tourism and hospitality to increase customer satisfaction while simultaneously reducing operational costs.
6. Jena, T.F. (2020, July 10). Pandemic offers hotels opportunities for innovation. *Hotel Management*. The research explores how the COVID-19 pandemic has created opportunities for innovation within the hotel industry. It likely delves into specific areas where hotels have adapted and innovated in response to the challenges posed by the pandemic.
7. Aguinis, H., & Lawal, S. O. (2018). Technology and human resources management. *Annual Review of Organizational Psychology and Organizational Behavior*, 5, 347-372. This review explores the role of technology in human resources management, including its impact on recruitment and selection. The authors discuss the potential benefits of technology, such as increased efficiency and accuracy, as well as its limitations, such as the potential for bias and the need for ongoing maintenance.
8. Ash, S. R., & Noe, R. A. (2019). A review of justice in human resource management: How justice theory can inform HRM research and practice. *Annual Review of Organizational Psychology and Organizational Behavior*, 6, 139-163. This literature review discusses the role of technology in promoting fairness and justice in the recruitment process. The authors argue that technology can help to reduce bias and increase transparency, but caution that it can also create new forms of bias and discrimination.

## V. RESEARCH METHODOLOGY

This research focuses on technology-driven HR transformation in heritage hotels of Rajasthan, specifically Taj Amer Jaipur, The Oberoi Rajvilas, and The Leela Palace Jaipur. Using a mixed-methods approach, including questionnaires, interviews, and observations, the study investigates the challenges, opportunities, and strategies for HR innovation. Primary data is collected through surveys, interviews, and focus groups with HR professionals, employees, and technology vendors, supplemented by secondary data from literature and industry reports. Analysis employs descriptive and inferential statistics, thematic analysis, and integration of findings to provide insights into technology adoption, HR practices, and organizational performance. The study duration is three months, with a sample size of 50-60 staff members selected through random sampling. Data analysis utilizes tables, graphs, and descriptive analysis tools like Microsoft Excel, Google Sheets, and One Way ANOVA Test. The study aims to offer actionable recommendations for enhancing HR practices through technology in heritage hotels of Rajasthan.

### V.I Hypothesis Statement

The research defined following hypothesis statement to studied the objectives defined in present study, the below is the hypothesis defined and tested using ANOVA one-way technique.

**H0 (Null Hypothesis):** There is no significant difference in currently usage of technology platforms among select hotels.

**H1 (Alternate Hypothesis):** There is a significant difference in currently usage of technology platforms among select hotels.



**VI. DATA ANALYSIS AND INTERPRETATION**

**Descriptive Analysis:**

**Gender**

S.NO	Gender	Frequency
1	Male	32
2	Female	28
<b>Total</b>		<b>60</b>

**Table VI.I: Table showing the Gender of the Respondents**

**Interpretation:** The gender distribution within the group of 60 individuals indicates that there are 32 instances of "Male" and 28 instances of "Female." This signifies a slightly higher representation of males (32) compared to females (28) in the group.

**Age**

S.NO	Age	Frequency
1	21-30	20
2	31-40	21
3	41-50	12
4	51 & above	7
<b>Total</b>		<b>60</b>

**Table VI.II: Table showing the Age of the Respondents**

**Interpretation:** The dataset comprises 60 individuals, with the majority (21) falling within the 31-40 age group, followed by 21-30 (20 individuals), 41-50 (12 individuals), and 51 & above (7 individuals) age groups.

**Hotels**

S.NO	Hotels	No. of Respondents
1	Taj Amer	20
2	The Oberoi Rajvilas	20
3	The Leela Palace	20
<b>Total</b>		<b>60</b>

**Table VI.III: Table showing the Hotels of the Respondents**

**Interpretation:** The dataset encompasses 20 respondents each associated with Taj Amer, The Oberoi Rajvilas, and The Leela Palace, indicating an equal distribution of respondents among these hotels.



**Role/ position**

S.NO	Position	Frequency
1	Managers	20
2	Supervisors	20
3	Hotel staffs	20
<b>Total</b>		<b>60</b>

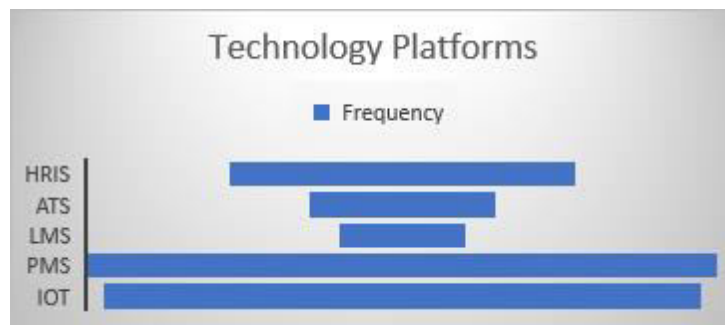
**Table VI.IV: Table showing the Role/Position of the Respondents**

**Interpretation:** The data reveals an equal distribution of positions among Managers, Supervisors, and Hotel Staffs, each mentioned 20 times within the dataset. This reflects the hierarchical structure and diverse composition of the hotel's workforce, encompassing leadership roles, frontline supervision, and various operational responsibilities essential for the hotel's efficient operation.

**HR Software or Technology platforms:**

S.NO	Technology platforms	Frequency	Percentage
1	Human resource Information System (HRIS)	11	18.33%
2	Applicant Tracking System (ATS)	6	10.00%
3	Learning Management System (LMS)	4	6.67%
4	Property Management System (PMS)	20	33.33%
5	Internet of Things (IOT)	19	31.67%
<b>Total</b>		<b>60</b>	<b>100.00%</b>

**Table VI.V: Table showing the HR Software or Technology platforms**



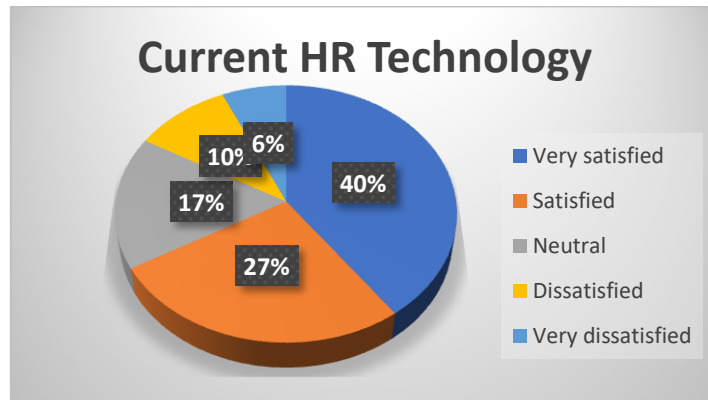
**Interpretation:** The data illustrates the adoption of various technology platforms within the hotel, including HRIS, ATS, LMS, PMS, and IoT. These platforms serve distinct purposes, such as managing HR functions, recruitment processes, training initiatives, hotel operations, and guest experiences. The utilization of HRIS for employee data management, ATS for recruitment, LMS for training, PMS for hotel operations, and IoT for interconnected devices underscores the hotel's comprehensive approach to technology integration, aimed at enhancing efficiency and guest satisfaction.



**The Current HR Technology solutions:**

S.NO	Current HR technology	Frequency	Percentage
1	Very satisfied	24	40.00%
2	Satisfied	16	26.67%
3	Neutral	10	16.67%
4	Dissatisfied	6	10.00%
5	Very dissatisfied	4	6.67%
<b>Total</b>		<b>60</b>	<b>100.00%</b>

**Table VI.VI: Table showing the Current HR Technology of the Respondents**

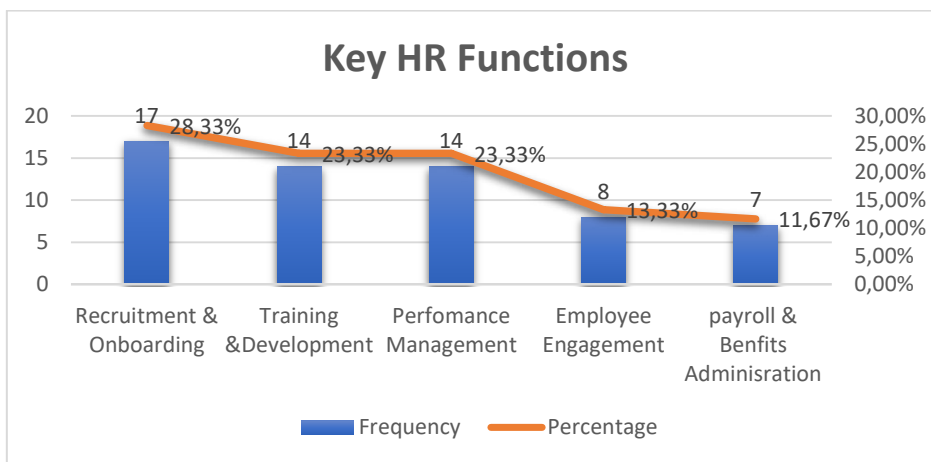


**Interpretation:** The data reveals diverse sentiments regarding satisfaction with the current HR technology solutions within the hotel. While a significant portion of respondents are very satisfied or satisfied, indicating effective fulfillment of their needs, others express neutrality, dissatisfaction, or even very dissatisfaction, suggesting areas for improvement. This highlights the importance of ongoing assessment and potential enhancements to ensure that HR technology aligns closely with the expectations and requirements of all stakeholders.

**The key HR Functions or processes:**

S.NO	Key HR Functions	Frequency	Percentage
1	Recruitment & Onboarding	17	28.33%
2	Training & Development	14	23.33%
3	Performance Management	14	23.33%
4	Employee Engagement	8	13.33%
5	payroll & Benefits Administration	7	11.67%
<b>Total</b>		<b>60</b>	<b>100.00%</b>

**Table VI.VII: Table showing the Key HR Functions**

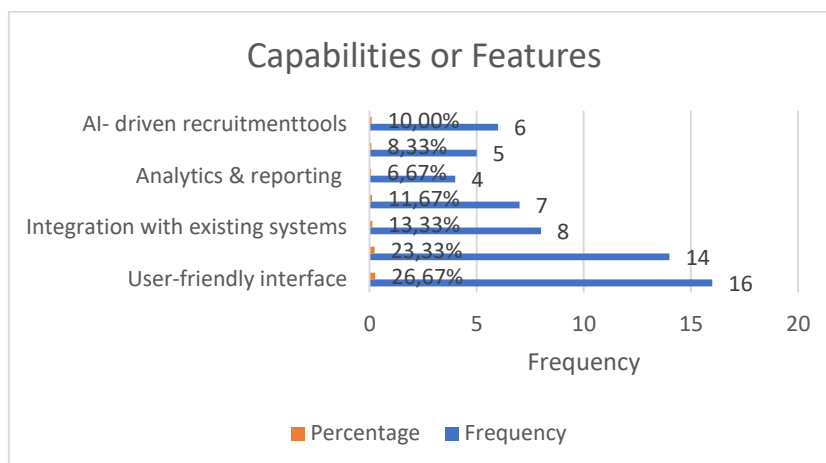


**Interpretation:** The table outlines key HR functions within the hotel, with recruitment and onboarding, training and development, performance management, employee engagement, and payroll and benefits administration being highlighted as critical areas. With 60 respondents providing insights, the emphasis on these functions underscores their significance in driving organizational success and supporting employee well-being and development.

**Capabilities in a new HR technology solution:**

S.NO	Capabilities or features	Frequency	Percentage
1	User-friendly interface	16	26.67%
2	Mobile capabilities	14	23.33%
3	Integration with existing systems	8	13.33%
4	Customization options	7	11.67%
5	Analytics & Reporting	4	6.67%
6	Employee self- service portal	5	8.33%
7	AI- driven recruitment Tools	6	10.00%
<b>Total</b>		<b>60</b>	<b>100.00%</b>

**Table VI.VIII : Table showing the Capabilities**





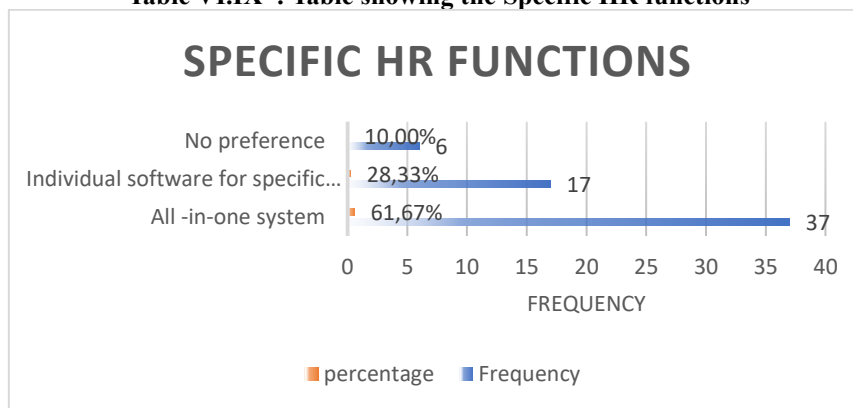


**Interpretation:** The table illustrates various desired capabilities and features sought in a new HR technology solution within the hotel, including user-friendly interfaces, mobile accessibility, integration with existing systems, customization options, analytics and reporting capabilities, employee self-service portals, and AI-driven recruitment tools. With 60 instances captured from respondents, the emphasis on these features underscores the importance of usability, mobility, data-driven decision-making, employee empowerment, and innovation in driving HR transformation and enhancing organizational effectiveness.

**Specific HR Functions:**

S.NO	Specific HR Functions	Frequency	Percentage
1	All -in-one system	37	61.67%
2	Individual software for specific functions	17	28.33%
3	No preference	6	10.00%
<b>Total</b>		<b>60</b>	<b>100.00%</b>

**Table VI.IX : Table showing the Specific HR functions**

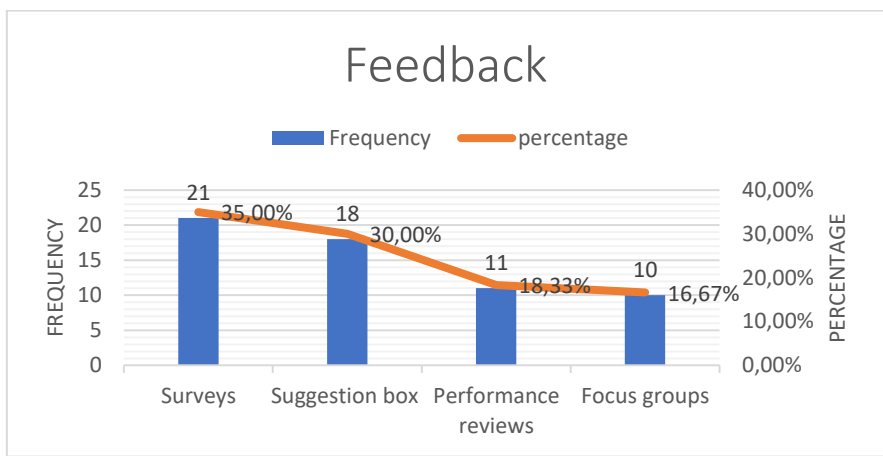


**Interpretation:** The data reveals a predominant preference for all-in-one HR software solutions, with 37 instances indicating a desire for integrated platforms covering various HR functions. However, 17 instances suggest a preference for individual software tailored to specific HR needs. Additionally, 6 instances reflect a neutral stance, possibly indicating a willingness to consider both options based on specific requirements. This highlights the diverse preferences within the hotel regarding the management of HR functions, emphasizing the importance of flexibility and customization in technology adoption for HR transformation.

**Feedback from Employees:**

S.NO	Feedback	Frequency	Percentage
1	Surveys	21	35.00%
2	Suggestion box	18	30.00%
3	Performance reviews	11	18.33%
4	Focus groups	10	16.67%
<b>Total</b>		<b>60</b>	<b>100.00%</b>

**Table VI.X : Table showing the Feedback**

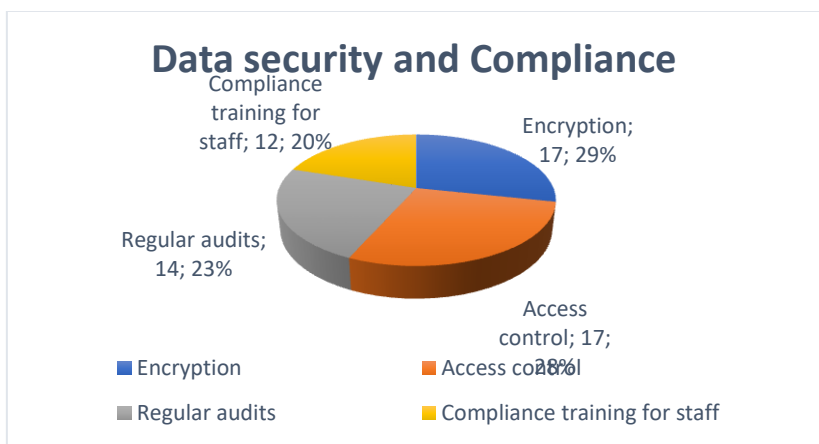


**Interpretation:** The data indicates a variety of feedback mechanisms used by the hotel to gather insights from employees, including surveys (21 instances), suggestion boxes (18 instances), performance reviews (11 instances), and focus groups (10 instances). These methods enable the organization to solicit feedback on various aspects of the work environment, job satisfaction, and organizational processes, fostering open communication and employee engagement. Overall, the diverse feedback collection approaches underscore the hotel's commitment to leveraging employee input for enhancing organizational effectiveness and promoting a positive work culture.

**Data Security and Compliance:**

S.NO	Data Security	Frequency	Percentage
1	Encryption	17	28.33%
2	Access control	17	28.33%
3	Regular audits	14	23.33%
4	Compliance training for staff	12	20.00%
<b>Total</b>		<b>60</b>	<b>100.00%</b>

**Table VI.XI : Table showing the Data Security and Compliance**



**Interpretation:** The data highlights multiple data security measures implemented within the hotel, including encryption (17 instances), access control (17 instances), regular audits (14 instances), and compliance training for staff (12 instances). These measures aim to safeguard sensitive information, regulate access to data, assess security effectiveness, and educate staff about data security protocols. Overall, the emphasis on data security and compliance

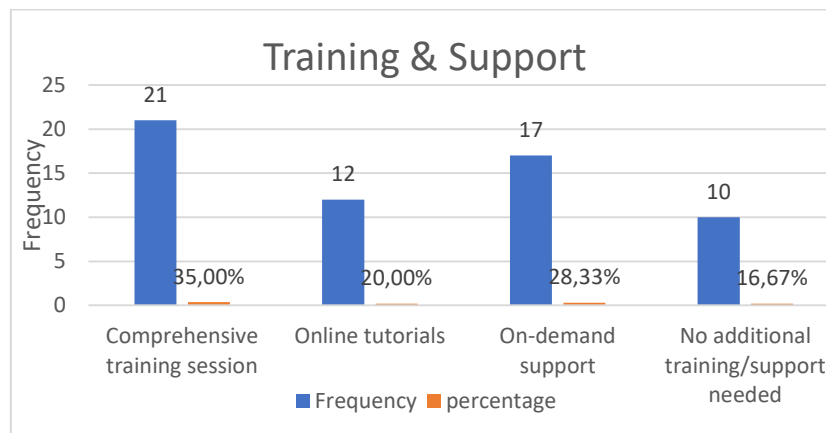


underscores the hotel's commitment to protecting sensitive data and maintaining regulatory adherence in the hospitality industry.

**Training and Support:**

S.NO	Training & Support	Frequency	percentage
1	Comprehensive training session	21	35.00%
2	Online tutorials	12	20.00%
3	On-demand support	17	28.33%
4	No additional training/support needed	10	16.67%
<b>Total</b>		<b>60</b>	<b>100.00%</b>

**Table VI.XII : Table showing the Training & Support**

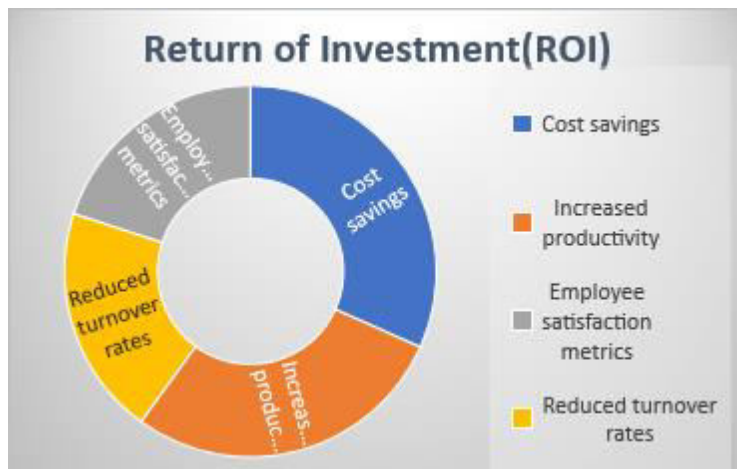


**Interpretation:** The data reveals diverse preferences for training and support within the hotel, with 21 instances favoring comprehensive training sessions, 12 instances preferring online tutorials, 17 instances opting for on-demand support, and 10 instances indicating no need for additional training or support. These insights highlight the importance of offering flexible and tailored training programs to meet the varied needs of hotel staff effectively.

**The Return on Investment (ROI):**

S.NO	Return of Investment (ROI)	Frequency	percentage
1	Cost savings	19	31.67%
2	Increased productivity	17	28.33%
3	Employee satisfaction metrics	12	20.00%
4	Reduced turnover rates	12	20.00%
<b>Total</b>		<b>60</b>	<b>100.00%</b>

**Table VI.XIII : Table showing the Return on Investment**

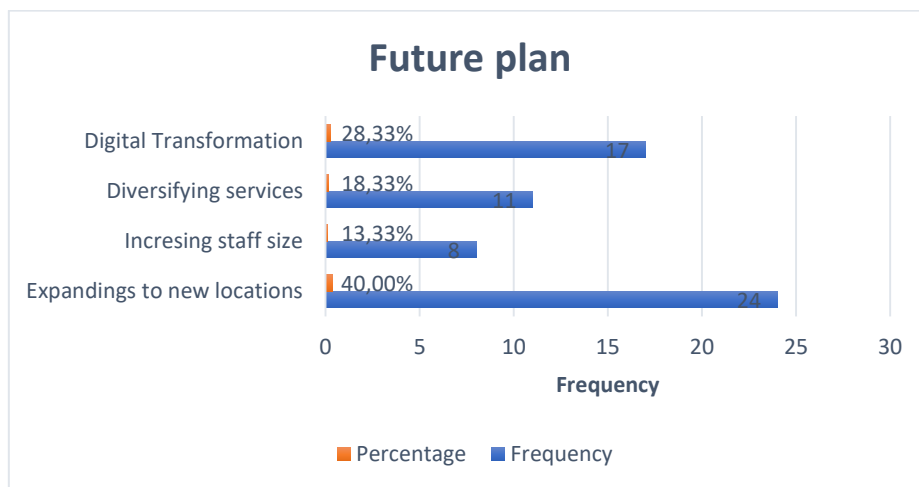


**Interpretation:** The data illustrates diverse returns on investment within the hotel, with instances such as cost savings (19), increased productivity (17), improvements in employee satisfaction metrics (12), and reduced turnover rates (12). These outcomes highlight the effectiveness of implemented initiatives in enhancing operational efficiency, employee engagement, and financial performance, contributing to the overall success and profitability of the business.

**The Future plan of the Hotel:**

S.NO	Future Plan	Frequency	Percentage
1	Expanding to new locations	24	40.00%
2	Increasing staff size	8	13.33%
3	Diversifying services	11	18.33%
4	Digital Transformation	17	28.33%
<b>Total</b>		<b>60</b>	<b>100.00%</b>

**Table VI.XIV : Table showing the Future plan**



**Interpretation:** The table outlines the hotel's future growth strategies, including plans for geographical expansion (24), increasing staff size (8), diversifying services (11), and digital transformation (17). These initiatives signify a concerted effort to enhance the hotel's market presence, accommodate growth, enrich guest experiences, and embrace technological advancements to remain competitive in the hospitality industry.



**ANOVA TEST**

Source of Variation	SS	df	MS	F	P-value	F
Between Groups	61.633	1.000	61.633	43.102	0.001	3.921
Within Groups	168.7333	118	1.429944			
<b>Total</b>	<b>230.3667</b>	<b>119</b>				

**Table VI.XV : Table showing the ANOVA test**

**Interpretation:** The ANOVA test reveals significant differences between the means of the Hotel and HR Technology platform groups ( $F(1, 118) = 43.102, p = 0.001$ ). The substantial F-ratio of 3.921 indicates that the variation between group means outweighs the variation within groups. This Supports rejecting the null hypothesis and affirming that there's a noteworthy distinction in average values between the two groups.

**VII. CONCLUSIONS**

Conducting a detailed review of the hotel's current HR technology solutions to identify areas for improvement and address any gaps or deficiencies highlighted in employee feedback. Exploring opportunities to enhance recruitment and onboarding processes through the adoption of advanced HR software solutions such as ATS and HRIS to streamline candidate sourcing, selection, and onboarding. Investing in training programs and support resources to ensure that hotel staff are proficient in using HR technology effectively and maximizing its benefits in daily operations. Enhancing data security measures and compliance protocols to safeguard sensitive information and ensure regulatory compliance, thereby building trust and confidence among guests and employees. Leveraging analytics and reporting capabilities within HR technology platforms to gain actionable insights into employee performance, engagement levels, and workforce trends, enabling data-driven decision-making and strategic planning. Continuously monitoring and evaluating the ROI of HR initiatives and technology investments to track progress, identify successes, and make informed decisions about resource allocation and future investments. Aligning future growth strategies with emerging industry trends and customer preferences to capitalize on opportunities for expansion, innovation, and differentiation in the competitive hotel market.

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31. <https://quillbot.com/>



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