

Employee Relationship Management in Resorts under Artificial Intelligence: A Systematic Literature Review and Research Agenda

Yuchu Shi*

Anhui Business and Technology College, Hefei, 230000, China

*Corresponding author: Yuchu Shi, 15256705599@163.com

Copyright: 2025 Author(s). This is an open-access article distributed under the terms of the Creative Commons Attribution License (CC BY-NC 4.0), permitting distribution and reproduction in any medium, provided the original author and source are credited, and explicitly prohibiting its use for commercial purposes.

Abstract: As managers increasingly seek to apply artificial intelligence (AI) technologies to optimize operations and shape competitive advantage, research on the impact of AI on employees within the hospitality and tourism industry has grown in recent years. Despite the importance of this topic, systematic studies of employee relationship management in the resort context remain limited and fragmented. This study employs a systematic literature review to examine 36 English-language academic publications released between 2015 and 2024. It proposes a definition and conceptual framework for employee relationship management in the AI era, suited to resort settings. The framework outlines key antecedents, outcomes, mediating, and moderating variables in this field. The findings not only present the current state of research but also identify existing gaps, offering directions for future investigation. In addition, the analysis provides theoretical grounding and practical insights for resort managers aiming to manage employee relations effectively and enhance organizational performance in the age of artificial intelligence.

Keywords: Artificial Intelligence; Employee Relationship Management; Resorts; Systematic Literature Review; Research Agenda

Published: Nov 12, 2025

DOI: <https://doi.org/10.62177/apemr.v2i6.868>

1.Introduction

This study aims to identify the current state and emerging directions of research on employee relations in resort settings within the context of artificial intelligence, through a systematic literature review. Building on this foundation, it proposes an integrated framework with practical implications. To ensure methodological transparency and replicability, the study follows the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) statement^[1]. Peer-reviewed English-language journal articles were systematically searched, screened, and assessed. The databases, search strategies, time frame, and inclusion and exclusion criteria are described in detail in the methodology section.

In the global tourism industry, resorts represent a premium segment that serves as both a key pillar of the leisure economy and a central vehicle for delivering service quality and experiential value. Unlike traditional models that rely on standardized tangible products, the core value of a resort lies in its ability to offer highly customized and emotionally engaging experiences. This characteristic underscores a deep dependence on human involvement, encompassing not only frontline employees who interact directly with guests but also, increasingly, artificial intelligence as a technological enabler^[2].

The high-contact and experience-driven nature of resort operations makes a stable, engaged, and adaptable workforce, capable of collaborating within emerging human-machine environments, a strategic resource. Artificial intelligence has been adopted across the hospitality industry for its operational efficiency and functional benefits^[3]. However, resorts continue to face structural challenges such as seasonal employment patterns and the intensive emotional demands of service work^[4]. While the introduction of AI offers opportunities to enhance operational efficiency and reduce routine workloads, its implementation can also become a double-edged instrument in practice. Poorly managed deployment may heighten employees' perceptions of job insecurity and lead to emotional exhaustion or turnover intentions^[5], thereby eroding the very human capital on which resort competitiveness depends.

Within this context, the question of how to foster constructive employee relations that promote human-machine collaboration rather than opposition has become increasingly salient. For resorts, this issue extends beyond workforce management; it is closely tied to the consistency of service delivery, organizational resilience, and long-term competitive sustainability.

Existing research remains limited in several respects. Most studies emphasize the direct effect of AI awareness on a single outcome variable or examine the role of specific moderating factors. Few have developed an integrated framework situated in the context of resorts that systematically explains the complex interactions among AI integration, employees' psychological perceptions, and key employee relationship practices. This gap constrains our understanding of how AI influences essential employee attitudes and behaviors through the mediating mechanisms embedded in employee relations.

Although resorts may imitate compensation structures, business processes, or even the adoption of AI technologies, the relational foundations shaped during technological transformation—particularly those centered on perceived organizational support and interactional fairness—are not easily replicated^[6]. Within the context of AI integration, achieving a distinctive and sustainable competitive advantage requires moving beyond a focus on technology itself. It involves clarifying how employees' perceptions of AI interact with relational dimensions to shape their attitudes and behaviors.

By systematically synthesizing and reviewing existing studies, this research seeks to advance understanding in this field and provide a conceptual foundation for future theoretical inquiry and managerial application. The research problems addressed in this study are summarized in Table 1.

Table 1 Research Problems

number	Research Problems
RQ1	In the context of resort AI integration, how is “employee relations” defined?
RQ2	What are the key dimensions of employee relations in resorts with AI integration?
RQ3	What are the antecedent and outcome variables of employee relations in resorts with AI integration?
RQ4	Which variables moderate or mediate the relationship between AI integration and resort employee relationship outcomes?

2.Scope and Conceptualization

Although positive employee relations are essential for resorts to maintain service consistency, build customer reputation, and strengthen organizational resilience in competitive environments^[7], academic attention to this topic remains limited and fragmented. Existing studies often draw on concepts from organizational behavior, such as perceived organizational support, organizational justice^[8], psychological safety^[9], and leadership styles^[10]. However, there is a lack of systematic inquiry that treats “employee relations in resorts under AI-driven work conditions” as an integrated and operational construct. This theoretical fragmentation leaves management practice without a coherent framework for diagnosing, designing, and evaluating interventions aimed at fostering constructive employee relations.

To ensure conceptual comparability and practical relevance, this study focuses on formal employment relationships within resort organizations. The scope includes full-time and seasonal employees working in resorts where accommodation serves as the core business, integrated with food and beverage, leisure, and entertainment services. Studies on “resort hotels” with high comparability are also considered when relevant. Scenarios related to peer-to-peer or sharing economy platforms, as well as platform-based gig work, are excluded due to their distinct relational foundations, institutional arrangements, and risk–

risk-responsibility structures, which differ substantially from those in traditional resort employment relations.

In the literature, the concept of employee relations often overlaps with several related constructs, such as the employee-organization relationship, psychological contract, employee relations climate, and perceived organizational support. Although these terms differ in labeling, they converge on a shared core idea: employees' overall perception of fairness, respect, communication, and psychological safety within the organization.

Measurement approaches to employee relations vary across studies. Some adopt general scales, such as those assessing perceived organizational support, organizational justice, or psychological safety, emphasizing overall experiences. Others employ more diagnostic instruments, including measures of interactional justice, employee voice, or abusive supervision, which capture the mechanisms through which specific managerial practices operate. This diversity has led to conceptual and dimensional inconsistencies in defining employee relations within resort research, leaving the construct both complex and lacking in consensus.

In summary, early studies on employee relations originated from the perspectives of social exchange and organizational justice^[11]. As theoretical development progressed, scholars incorporated frameworks such as social identity theory and conservation of resources theory, thereby extending the explanatory scope of the field. Despite these advances, research in the context of resorts still lacks a systematic review that traces the evolution of the employee relations construct and its measurement, and that evaluates the applicability of general versus diagnostic indicators. Moreover, how the distinctive contextual features of the resort industry, such as seasonal employment, residential work arrangements, and the high degree of interdepartmental collaboration, interact with AI technologies to shape both the formation process and outcomes of employee relations remains insufficiently explored. Conducting a structured, industry-specific review is therefore necessary to determine whether existing methodological approaches adequately support the refinement of management practices in resort organizations.

3. Methodology

This study adopts a systematic literature review to integrate the knowledge framework of employee relationship management in resorts within AI-enabled work environments. The purpose of a systematic review is to consolidate knowledge in a specific domain, to draw upon the most recent advances, to avoid research that adds little substantive value to disciplinary development, and to provide an evidence-based foundation for claims of novelty by comparing existing and emerging insights^[12].

The process involves defining research questions, collecting, preparing, and analyzing data, and reporting the results^[13]. The procedures used for study selection follow the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines. PRISMA is widely recognized within the academic community as a standard for reporting systematic reviews^[14]. Compared with purely bibliometric or thematic reviews, this approach enhances transparency in the selection and analysis of literature, providing a clear reference point for subsequent studies and distinguishing the present research from prior work in related areas.

As shown in Figure 1, the review process comprises four stages: identification, screening, eligibility assessment, and inclusion.

To comprehensively identify relevant literature, the initial screening focused on English-language journal articles without setting a publication year limit. This approach aimed to capture the earliest studies addressing the topic within the resort context. The primary databases used were Scopus and Web of Science. To reflect the varied expressions and subfields of "employee relations" in management and tourism/hospitality research, multiple sets of synonymous and related constructs were included in the search strategy, emphasizing the intersection between resort operations and the application of AI technologies.

"employee relations" AND resort

"organizational justice" AND ("resort" OR "resort hotel")

"employee voice" OR "change communication"

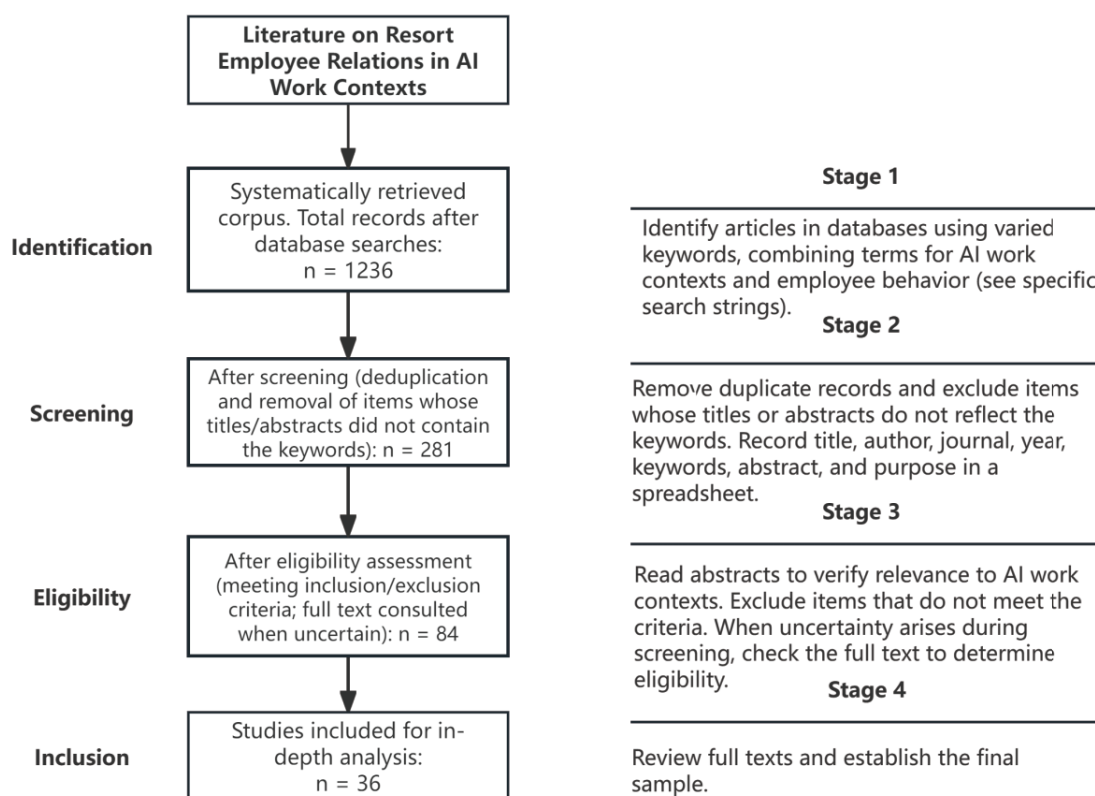
AND "integrated resort" OR "all-inclusive"

"abusive supervision" OR "workplace harassment" AND resort

"artificial intelligence" "robot" OR "automation" AND "employee" OR "staff"

The retrieved records were imported into the reference management software Zotero for cross-database deduplication. An accompanying spreadsheet was used to document key information, including title, author, journal, year, abstract, research objective, context, methodology, and main variables, to facilitate subsequent screening and coding. The screening process substantially reduced the number of studies for analysis: of the 1,236 initially identified records, only 281 proceeded to the third stage.

Figure 1 Research selection process



The core task of the screening stage was to exclude studies that did not meet the inclusion and exclusion criteria. During this process, researchers carefully examined the abstracts of all retrieved records. When uncertainty arose, full texts were reviewed to determine eligibility for inclusion in the final analysis. To ensure the quality and consistency of the literature selection, explicit inclusion and exclusion criteria were established.

Eligible studies were required to meet the following criteria: they had to be journal articles published in English, appear in peer-reviewed journals, and focus directly on employee relationship management or related constructs in AI-enabled resort contexts. In addition, the title or abstract had to contain the predefined search keywords. Articles were excluded under any of the following conditions: the study did not concern resorts or could not be clearly mapped to resort settings; it focused on human–platform relationships within the sharing or gig economy; or it addressed labor relations and trade union issues at a purely macro level without applicability to organizational or unit-level practices.

After the eligibility screening was completed, all articles were organized into a dedicated Zotero folder, and duplicate records were removed. The research team maintained an electronic spreadsheet to track the list of preliminarily screened studies and conducted a full reading of all articles before finalizing the selection. Following the exclusion of studies that did not meet the criteria, the number of papers was reduced from 84 to 36. The inclusion stage referred to the final set of articles incorporated into the sample for quantitative analysis^[15]. The final sample comprised 36 studies for further examination. Each article was read in full, and all relevant information was systematically recorded in an Excel sheet. As the final verification step, the research team implemented a cross-checking procedure to ensure the representativeness of the selected studies. In this process, researchers independently extracted key information from each article. After jointly reviewing a subset of the materials, the team reached consensus on data extraction standards and maintained close communication throughout, particularly when

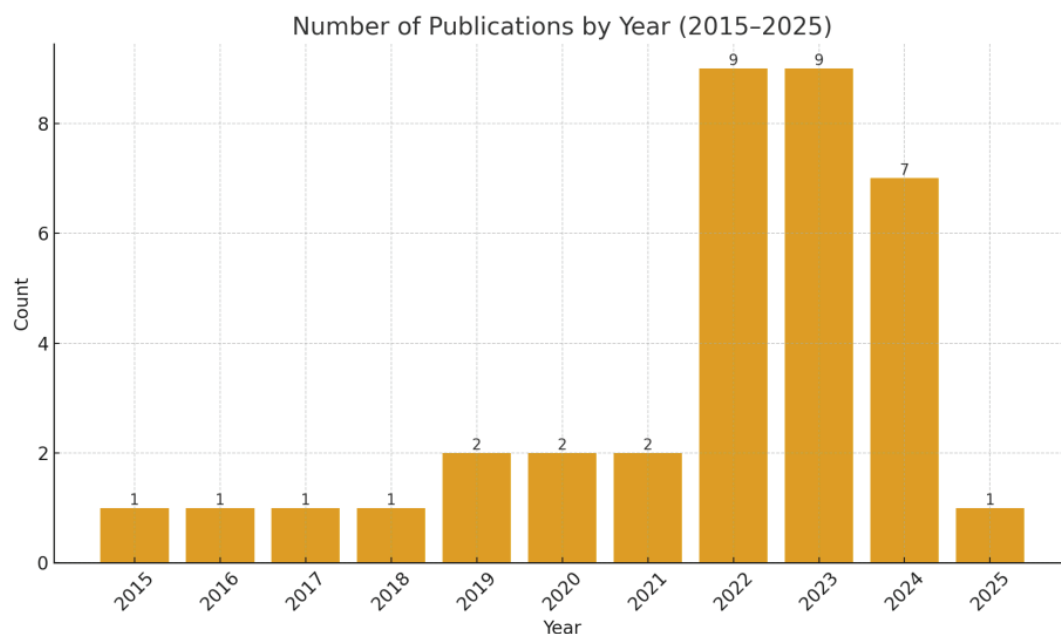
clarification was required for specific cases. Upon completion of this stage, two international scholars specializing in human resource management were consulted. These experts had participated in validating the inclusion criteria at earlier stages and subsequently reviewed and confirmed the final sample of selected studies.

4. Analysis and results

4.1 Publications by year

Figure 2 illustrates the annual distribution of studies related to artificial intelligence (AI) and employees in the hospitality industry from 2000 to 2025. No publication year limits were applied during the search process, and the earliest identified study on this topic dates back to 2015. The number of publications remained limited in the subsequent years. Research activity began to increase from 2017 onward and reached its peak in 2022 ($n = 9$), followed by 2023 ($n = 9$). These results indicate that the topic of AI and employees in the hospitality sector has gained more focused attention in recent years. Within the sample analyzed in this review, studies published between 2020 and 2025 account for approximately 83% (30 out of 36).

Figure 2 Articles published per year



4.2 Publications by journal and research methodology

Table 2 presents the distribution of publications across journals. Overall, the number of studies is relatively balanced, with most journals publishing one or two articles each. In terms of publication volume, the International Journal of Contemporary Hospitality Management (IJCHM) and Tourism Management stand out, together accounting for 13 articles. In addition, the International Journal of Hospitality Management (IJHM), the Journal of Hospitality and Tourism Technology (JHTT), and the Journal of Retailing and Consumer Services also show notable representation, publishing a combined total of four articles.

Table 2 Number of articles per journal

Journal	No. of
International Journal of Contemporary Hospitality Management (IJCHM)	8
Tourism Management	5
International Journal of Hospitality Management (IJHM)	4
Journal of Hospitality and Tourism Technology (JHTT)	4
Journal of Retailing and Consumer Services	4
Journal of Hospitality and Tourism Management	3

Journal	No. of
Current Issues in Tourism	2
Technological Forecasting and Social Change	2
Annals of Tourism Research	1
Journal of Hospitality Marketing & Management	1
Journal of Management & Organization	1
Tourism Management Perspectives	1

Table 3 shows the classification of the methodologies used. Based on the sample ($n = 36$), quantitative research constitutes the majority of the studies, with questionnaire surveys being the most common data collection method. Mixed-method approaches combining surveys and interviews, as well as purely qualitative studies, account for a smaller proportion. The most frequently used analytical technique is structural equation modeling (SEM/PLS-SEM). In recent years, longitudinal designs and cross-cultural comparisons have also been adopted to better reflect the seasonal characteristics and contextual variations of resort settings^[16-24].

Table 3 Number of articles per research methodology

Research Method	No. Of articles	Authors
Quantitative	28	Li et al. (2019); Liang et al. (2022); Huang & Gursoy (2024); He et al. (2023); Zhou et al. (2024)
Qualitative	5	Bhattacharyya & Nair (2019); Leavy (2019); Vatan & Dogan (2021)
Mixed	3	Sousa & Wilks (2018); Sowa et al. (2021)

4.3 Conceptualization and dimensionality

Scholars generally agree that employee relations possess strong interactive and organizational characteristics. They represent the psychological and behavioral responses employees develop throughout their tenure in response to a range of institutional and interpersonal stimuli^[25]. Building on existing definitions, this study proposes an integrated conceptualization suitable for resort contexts: employee relations constitute a holistic, multidimensional, and dynamically evolving relational state encompassing cognitive, emotional, behavioral, and social dimensions. This state is initiated and sustained through the combined influence of organizational structures, managerial actions, and everyday interpersonal interactions, and unfolds across individual, team, and organizational levels.

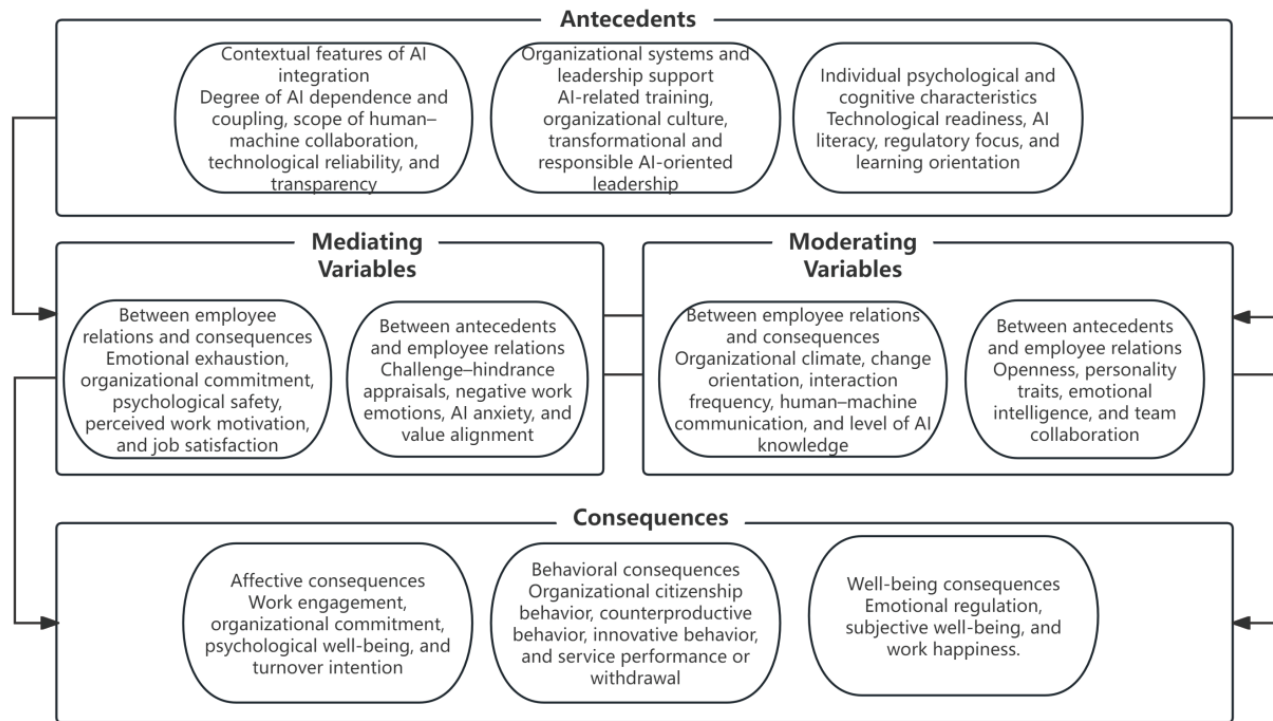
In resorts, employee relations extend across the entire employment cycle—from pre-entry expectations of a “sun-and-sand” work environment, to high-contact service interactions and emotional labor during employment, and eventually to reflections following career progression or seasonal departure^[26]. With the growing integration of AI technologies, employee relations are being reshaped by the coexistence of technological and interpersonal environments. Their specific forms and interpretations are closely shaped by contextual factors unique to resorts, including seasonal employment, on-site work arrangements, and multicultural settings. This conceptualization provides a clear foundation for subsequent systematic analyses of the antecedents, dimensions, and outcomes of employee relations within the resort and AI integration context.

4.4 Antecedents and consequences

Academic research on employee relations in the workplace has demonstrated their multidimensional and complex nature. When the focus shifts to employee relationship management in resorts shaped by artificial intelligence technologies, however, the key antecedent and consequence variables reveal a distinct contextual specificity. Through a systematic review of the literature, this study identified twelve major antecedents and seventeen key consequences (see Figure 3). These variables reflect how the introduction of AI technologies reshapes the work environment and the patterns of human-machine interac-

tion within resorts. To clarify the core mechanisms operating under AI-enabled conditions, Figure 3 highlights the central constructs most closely related to AI awareness, human–machine collaboration, and technology integration. This framework illustrates how artificial intelligence fundamentally influences and reconfigures the dynamics of employee relations in resort contexts.

Figure 3 Summary model of resort employee relations



4.4.1 Antecedents

Through a systematic review of the literature, this study identifies the key antecedents that shape employee relations in resorts under the influence of artificial intelligence. These antecedents are categorized into three core dimensions: the contextual features arising from AI integration, the organizational systems and leadership support established to manage AI-driven transformation, and the psychological and capability-related characteristics of employees as they engage with AI. This classification framework provides a structured perspective for understanding how artificial intelligence operates as a central variable that embeds within and reshapes the ecosystem of employee relations.

4.4.1.1 Contextual Features of AI Integration

This category of antecedents derives directly from the characteristics of AI technologies and the ways in which they are integrated into resort operations. It represents the primary source of change driving the dynamics of employee relations. The main elements include AI dependence and event intensity^[27], work redesign through human–machine collaboration^[28], and the reliability and transparency of technology^[29]. AI dependence and event intensity refer to the extent to which employees rely on AI tools within their work processes, as well as the degree of disruption, complexity, and uncertainty associated with AI technologies. High-intensity AI-related events are more likely to be perceived by employees as major transformations, triggering cognitive and emotional evaluations. The introduction of AI also redefines work roles and task boundaries, requiring employees to shift from performing routine operations toward managing, collaborating, and supporting decision-making. This fundamental change in job content constitutes a key antecedent influencing employees' attitudes and behaviors toward AI. Furthermore, the interpretability of AI systems' decision logic and the stability of their operation directly affect employees' trust in the technology.

4.4.1.2 Organizational Systems and Leadership Support

This category of antecedents encompasses the systematic strategies and leadership behaviors implemented by organizations

to guide the integration of artificial intelligence. These factors function as managerial variables that mitigate technological disruption and shape constructive employee relations. The main components include AI skill training and perceived organizational support, change-oriented leadership^[30], and responsible AI principles^[31]. When organizations provide structured AI training programs and clear technological support, they send a strong signal of commitment to their employees. Such practices determine whether employees can access the essential resources and confidence needed to adapt to new work models. This is particularly relevant for resorts, where short training cycles and a high proportion of seasonal employees are common. Change-oriented leadership contributes to the creation of a psychologically safe environment in which employees can engage with AI technologies, transforming technological challenges into opportunities for shared growth. In addition, transparent and fair ethical guidelines governing AI use are designed to ensure justice and accountability in technological applications. Clearly articulated standards help reduce ambiguity and potential conflict in human–machine collaboration, reinforcing employees’ perceptions of procedural fairness and strengthening their trust in the organization.

4.4.1.3 Individual Psychological and Cognitive Characteristics

This category of antecedents focuses on employees’ relatively stable internal traits, which function as psychological filters through which they interpret and respond to AI technologies. These characteristics influence behavioral intentions and interaction patterns prior to any direct engagement with AI. Technological readiness reflects an individual’s intrinsic inclination to embrace new technologies, while AI anxiety captures concerns about the potential negative consequences of technological adoption. Together, these traits represent employees’ initial psychological orientation toward AI—whether they perceive it as an opportunity or as a threat^[32]. They serve as foundational personality variables that shape willingness to collaborate and satisfaction with the work experience, setting the tone for human–machine interaction. According to regulatory focus theory, individual motivation can be oriented toward either promotion, emphasizing growth and accomplishment, or prevention, emphasizing security and responsibility. Employees with a promotion focus are more likely to view AI integration as an opportunity for personal development, which fosters exploratory behavior. Those guided by a prevention focus tend to emphasize potential risks and may adopt defensive coping strategies. Consequently, employees differ markedly in their adaptation trajectories and approaches to job redesign. Learning goal orientation further reflects an individual’s intrinsic motivation to acquire new skills and manage challenges. Employees with a strong learning goal orientation perceive AI integration as a valuable process for enhancing their capabilities rather than as an additional burden. This orientation functions as a key internal driver that motivates proactive learning, facilitates positive adaptation, and enables effective collaboration with AI systems.

4.4.2 Consequences

4.4.2.1 Attitudinal Consequences

This category of consequences concerns employees’ evaluations and emotional orientations toward their work and organization. The key variables include job satisfaction^[33], organizational commitment^[34], organizational identification^[35], psychological safety^[36], and turnover intention^[37].

4.4.2.2 Behavioral Consequences

This category of consequences focuses on the observable behavioral changes that emerge from employees’ experiences of AI-enabled human–machine interaction. The main variables include organizational citizenship behavior, counterproductive work behavior^[38], innovative behavior^[39], service performance^[40], retention or turnover behavior^[41], and work–family conflict or facilitation^[42].

4.4.2.3 Well-being Consequences

This category of consequences centers on the effects of AI integration on employees’ psychological health and overall well-being. The key variables include emotional exhaustion and job burnout^[43], subjective well-being, and work engagement^[44].

4.4.3 Variables Serving as Both Antecedents and Consequences

Variables such as organizational commitment and work engagement play dual roles as both antecedents and consequences in the dynamic process of employee relations. Employee relations encompass a series of interactional touchpoints across the

entire employment cycle, from pre-entry expectations to post-employment evaluations. This process spans stages in which employees seek job information, adapt to work requirements, perform assigned responsibilities, and reflect on their career experiences. It is therefore not unexpected that some variables appear simultaneously as antecedents and consequences. In academic research, they are often conceptualized both as foundational elements in relationship formation and as outcomes that emerge from relational interactions. For example, in the hospitality sector, a high-quality supervisor–subordinate relationship serves as a strong influencing factor that shapes employees' initial expectations and work experiences^[45], thereby functioning as an antecedent of employee relations. A relationship characterized by mutual trust and support can foster favorable attitudes toward the organization. At the same time, positive employee relation experiences can strengthen employees' affective commitment; when such relationships continue to generate value and satisfaction, they enhance retention intentions and encourage extra-role behaviors^[46]. Regarding variables that overlap as mediators, antecedents, and consequences, testing mediation requires first verifying a significant association between the two variables. Specifically, the independent variable (X) must influence the outcome variable (Y), and X must also affect the proposed mediating variable (M). When both X and M are entered as predictors, the mediating variable (M) should significantly affect Y^[47]. Within the framework of employee relations research, such chain mechanisms of influence are common.

4.5 Mediating and Moderating

In research on employee relations, mediation effects have been observed primarily along two pathways: between antecedent variables and the core construct of employee relations, and between the core construct and its consequences. Along the pathway linking the core construct to its consequences, identified mediating variables include emotional exhaustion, organizational commitment, psychological safety, harmonious work passion, and job satisfaction. Along the pathway connecting antecedent variables to the core construct, mediators are often associated with employees' initial interpretations of AI and their immediate emotional responses. Examples include challenge–hindrance appraisals, which reflect whether employees perceive AI as an opportunity or a threat, an essential cognitive mechanism shaping subsequent judgments of relationship quality. Another example is negative work reflection, where post-work rumination induced by AI-related stress erodes the basis of positive employee relations. In addition, AI anxiety and trust function as critical mediators, as employees' fear of or confidence in AI technologies directly influences the initial foundation of their relationships with both the technology and the organization.

Similarly, moderating variables have been identified along both the pathway from antecedents to employee relations and the pathway from employee relations to their consequences. On the latter pathway, a larger number of moderators have been found, including organizational support factors such as perceived organizational support and change-oriented leadership. These variables can mitigate the adverse impact of negative relationships and enhance the benefits of positive ones. Individual characteristics also serve as moderators, including employees' promotion or prevention focus, resilience, and level of AI knowledge, which influence how employees manage stress or seize opportunities within specific relational contexts. Moderators situated between antecedent variables and employee relations are likewise associated with personal traits and organizational contextual factors. Examples include openness and neuroticism, as well as situational elements such as a competitive psychological climate and the quality of team collaboration.

5. Agenda and future research

5.1 Exploration of Moderating Variables in AI Contexts

Moderating variables are essential for understanding how artificial intelligence differentially influences employee relations, as they define the boundary conditions of the relationship between AI applications and employee outcomes. In the specific context of resorts, the type and depth of AI application—such as substitutive AI for automated front-office services, collaborative AI in housekeeping robots, or analytical AI for personalized guest preference prediction, may themselves function as key moderating variables. Different forms of AI influence employees' job content, skill requirements, and psychological perceptions in distinct ways, potentially moderating the strength of the association between AI awareness or AI dependence and employee relational outcomes.

Given the diversity of service roles within resort operations, employees' acceptance, evaluation, and emotional or behavioral

responses to AI technologies may vary according to department, frequency and depth of guest interaction, and the resort's market positioning. For example, employees in luxury resorts may perceive AI as an enabling tool that enhances personalized service, whereas those in large, efficiency-oriented resorts may regard it as a potential threat to their job security. Analyzing such contextual moderating effects can provide a more precise assessment of the dual impact of AI adoption in the complex service environment of resorts.

Existing studies have begun to examine the moderating roles of individual traits and organizational factors, yet research addressing moderators specific to resort settings remains limited. Future studies should focus on the nature of human, AI collaboration, whether substitutive, assistive, or augmentative, and consider factors such as algorithmic transparency and controllability, the distinctive "joyful atmosphere" of resort organizational culture, and the moderating role of seasonal work pressures. Employing research designs that capture dynamic processes, such as longitudinal comparisons between peak and off-peak seasons, could offer valuable insight into how these moderating variables influence the evolution of employee relations and well-being across different stages of AI integration.

5.2 Exploration of Mediating Mechanisms in AI Contexts

This systematic literature review highlights the need for deeper investigation into the internal mechanisms that link antecedent variables to employee relational outcomes in AI-driven work environments. Current research on these mediating variables remains in an early stage, with only a limited number of variables having been preliminarily examined, such as job insecurity, emotional exhaustion, and job crafting. Existing findings suggest that employees' perceptions and experiences of AI do not directly determine behavioral outcomes; rather, they operate through complex processes that influence psychological states and work patterns.

Most existing studies have focused on identifying psychological or behavioral variables that mediate the relationship between AI perception and negative outcomes, while potential positive mediating pathways have received comparatively little attention. For instance, possible mechanisms such as enhanced job autonomy, psychological empowerment, and harmonious work passion may explain how AI integration fosters proactive service behavior or innovation, yet these pathways remain underexplored. Within the resort context, where work is inherently creative and experience-oriented, examining such positive mediators is of particular importance.

Although employees' perceptions of human-AI collaboration quality have been shown to exert direct effects on work outcomes^[48], the mechanisms through which this perception mediates the influence of organizational AI strategies on employee relational states are still unclear. For example, when resort management introduces service robots, understanding how this initiative shapes employees' daily collaboration experiences with robots, and how these experiences ultimately affect organizational commitment, remains an open question. Identifying and verifying mediating variables that play a critical role in the distinctive work environment of resorts is therefore essential.

Moreover, employees' challenge appraisals of AI have been examined as antecedent variables that influence service performance through the mediating role of job crafting. This indicates that employees' overall cognition and interpretation of AI may themselves serve as core mediating constructs. Future studies should systematically examine the conditions under which the quality of the employee-AI relationship functions as a mediator, and between which organizational antecedents and individual consequences it exerts this influence. Such inquiry would contribute to building a more comprehensive and dynamic framework for understanding how AI becomes embedded in and reshapes the ecosystem of employee relations in resorts.

5.3 Focusing on the Dual-Edged Effects of Artificial Intelligence

Existing research has largely concentrated on the positive impacts of artificial intelligence and the conditions that facilitate them, such as enhancing work efficiency, promoting job crafting, or fostering employee creativity. However, limited understanding remains regarding the potential negative experiences that may arise from AI integration and their broader consequences. As studies on job insecurity and emotional exhaustion have indicated, future research needs to shift toward examining how organizations can manage AI effectively while mitigating its adverse effects. This line of inquiry should explore the underlying factors that generate negative experiences and the mechanisms through which these experiences lead

to undesirable outcomes such as counterproductive work behavior, work disengagement, or job burnout.

5.4 Focusing on the Antecedents of Employees' AI Experiences

Although previous studies have identified certain antecedents influencing employees' experiences with artificial intelligence, most have focused on cognitive factors. Research addressing affective antecedents, such as initial attitudes toward technology, emotional traits, and deeper organizational or environmental drivers, remains limited. Questions therefore arise as to whether, and in what ways, distinctive features of resort organizations, such as a "joyful atmosphere" culture, inclusive leadership communication during technological transformation, corporate social responsibility initiatives, and the physical as well as technological environment of the resort, shape employees' acceptance and experiences of AI. Given that new forms of smart tourism are prompting firms to make substantial investments in AI, the Internet of Things, and big data analytics, it is important to examine how the intrinsic characteristics of these technologies interact with their organizational implementation contexts to influence employees' AI experiences. Such investigation can inform the design of AI integration strategies that are more human-centered and better aligned with employees' expectations and working realities.

5.5 Expanding and Innovating Research Methods

In methodological terms, current studies have relied heavily on survey-based data collection, while other approaches that can reveal causal mechanisms or provide deeper contextual understanding—such as experimental designs, qualitative interviews, and longitudinal tracking—remain underutilized. It is therefore necessary to adopt more innovative or mixed-method approaches to investigate this phenomenon in a comprehensive and dynamic manner, thereby improving the accuracy and reliability of research findings. For instance, experience sampling and diary studies can capture employees' daily emotional fluctuations, stress levels, and coping strategies during interactions with AI, making them particularly suitable for examining adaptation processes under the seasonal workload conditions of resorts. Experimental research can simulate various human-AI collaboration scenarios to test causal relationships that have so far been inferred primarily through structural equation modeling. Qualitative approaches, including ethnographic or action research, can provide situated insights by observing how AI is embedded into and transforms existing work practices, communication patterns, and social networks within resort operations. In addition, big data analytics may be employed to examine log data generated from employee-AI interactions or to analyze discussions related to AI on internal communication platforms, enabling objective, large-scale identification of behavioral patterns and emotional tendencies.

5.6 Digital Work Platforms and Employee Relational Experiences

Although internal digital work platforms and emerging generative AI tools are becoming increasingly prevalent in the hospitality industry, serving as essential channels for employees to communicate, share knowledge, and access organizational information, no study has yet systematically examined employee relational experiences in resorts from this perspective in the age of AI. These platforms function not only as tools for task management but also as spaces that shape organizational climate, convey corporate culture, and influence employees' social connections.

5.7 Expansion and Innovation of Theoretical Frameworks

The literature reviewed in this study shows that theoretical frameworks explaining the mechanisms linking artificial intelligence and employee relations remain relatively concentrated, relying primarily on classical theories such as the stress-appraisal theory^[49], conservation of resources theory^[50], and social exchange theory^[51]. To achieve a more comprehensive understanding of this complex phenomenon, future research should incorporate more diverse and contemporary theoretical perspectives, adopting a multidisciplinary approach that draws from information technology adoption, organizational behavior, and human-computer interaction. Relevant frameworks may include the Unified Theory of Acceptance and Use of Technology (UTAUT), job crafting theory, human-AI collaboration theory, and social information processing theory. Integrating and cross-applying these perspectives would allow research to move beyond existing conceptual boundaries and more precisely reveal how AI interacts with individuals, teams, and organizations within the unique service ecosystem of resorts, thereby uncovering the mechanisms through which employee relations are reshaped.

6. Conclusion

This study proposes an integrated conceptual framework that clarifies the core mechanisms and boundary conditions of

employee relationship management in resorts within the era of artificial intelligence.

6.1 Theoretical Implications

This systematic review enhances the understanding of the construct of employee relations within the specific context of resorts by clarifying its dimensions and manifestations in service-oriented, high-interaction environments. It identifies the distinctive characteristics of employee relations in such settings and highlights the methodological tendency of existing studies to rely predominantly on cross-sectional surveys. The review thus points to opportunities for future research employing longitudinal, experimental, qualitative, and mixed-method designs. Furthermore, this study systematically organizes and integrates factors identified in prior research that relate to employee relations in AI-enabled contexts, improving the understanding of how these factors influence one another and the reciprocal mechanisms involved. Finally, it offers a structured classification of the antecedents and consequences associated with AI's influence on employee relations.

The analysis of existing literature reveals two main research trajectories in this field. The first represents a generalist line of inquiry, which focuses on examining how artificial intelligence, as a pervasive technological stressor, influences employees' psychological states. This stream of research is primarily grounded in theories such as conservation of resources and the job demands–resources model. The second trajectory takes a contextualized perspective, emphasizing how the distinctive operational characteristics of resorts interact with AI technologies to shape unique dynamics of employee relations. This distinction helps scholars construct theoretical models that align with their specific research focus. Building on an integrated analysis of existing definitions and dimensions, this study proposes a conceptual framework for employee relationship management in the age of AI, tailored to the characteristics of the resort industry. The framework's value lies in its incorporation of the key elements most relevant to this context, including AI event intensity, employees' psychological appraisal processes, and the moderating influence of organizational conditions, thereby offering a coherent structure for examining these interactions. The review also identifies several research gaps. Empirical studies addressing how emerging technologies such as generative AI or sustainability-oriented practices specific to resorts influence employee relations remain limited. This observation differs from findings in broader hospitality research, which tend to identify a wider range of technology-related drivers. However, those studies encompass diverse formats, from limited-service to full-service operations, making their conclusions less precise for the resort segment. By focusing on the more homogeneous resort context, the present study enables the identification of specific and unresolved issues, allowing for the formulation of actionable insights that can inform managerial practice and open research avenues often overlooked in broader, more heterogeneous hospitality markets.

6.2 Practical Implications

This study offers guidance for resort managers on how to design positive and supportive employee relationship management strategies in the era of artificial intelligence. The synthesis of potential negative outcomes associated with AI awareness highlights the importance for managers to recognize and address the psychological impacts of technological transformation on employees. In addition, the integrated analysis of mediating mechanisms and moderating variables provides actionable leverage points for managerial intervention, enabling more precise improvements in management practices. Understanding the antecedents and consequences identified in this study can provide resort managers with a competitive advantage, helping them to plan AI integration strategies systematically and to optimize the employee experience through communication, training, and organizational culture. For instance, if a resort's brand identity emphasizes employee care or leadership in green technology, this core value should be embedded in the AI adoption process. Managers could design environmentally friendly human–AI collaboration workflows or provide informational materials illustrating how AI can reduce repetitive physical tasks and optimize energy use. Such initiatives can empower employees to focus on creative service delivery and sustainable practices that add greater value. Framing AI as an enabling innovation rather than a replacement threat is also critical. Through internal communication, resorts can present AI as a tool that enhances service quality and supports employees in understanding guest preferences and anticipating service needs. This framing can help create positive psychological expectations among employees and reduce resistance to technological change. Equally important is the establishment of open and transparent feedback channels, ensuring that employees' concerns receive timely responses and appropriate support. Such practices can strengthen employees' perceptions of organizational support and help buffer the uncertainty and stress associated

with AI integration.

6.3 Limitations and Future Research

The literature search and analysis in this study were primarily based on the Web of Science and Scopus core databases. Although a systematic literature review approach was employed to ensure methodological rigor and replicability, the selected sample may not fully capture all relevant studies in this research domain. Future work could expand the search to additional specialized databases or include publications in other languages to achieve a broader and more comprehensive perspective. This study primarily conducted a qualitative synthesis and evaluation of existing research. Future studies may adopt alternative methodological approaches, such as meta-analysis, to quantify the effect sizes of specific variable relationships, or bibliometric analysis to map the structural and evolutionary patterns of knowledge in this field. Comparative studies that examine resorts alongside other service industries, such as fine dining or theme parks, could help identify the contextual particularities of AI's influence on employee relations. Moreover, exploring variations among different types of resorts or across employee groups in their responses to AI technologies would provide valuable insights. Such focused investigations may yield more context-specific managerial implications. The conceptual framework proposed in this study also requires empirical validation. Future research could test and refine the framework's pathways through quantitative surveys, qualitative interviews, or case studies, paying particular attention to mediating and moderating mechanisms. These efforts would advance the study of employee relationship management in AI-enabled resort contexts toward greater theoretical maturity and analytical precision.

Funding

This work is supported by the Anhui Business and Technology College Research Foundation (2024XJJY28; AZCJ2024029).

Conflict of Interests

The authors declare that there is no conflict of interest regarding the publication of this paper.

Reference

- [1] Moher, D., Shamseer, L., Clarke, M., Ghersi, D., Liberati, A., Petticrew, M., Shekelle, P., & Stewart, L. A. (2015). Preferred reporting items for systematic review and meta-analysis protocols (PRISMA-P) 2015 statement. *Systematic Reviews*, 4(1). <https://doi.org/10.1186/2046-4053-4-1>
- [2] Baum, T. (2019). Does the hospitality industry need or deserve talent? *International Journal of Contemporary Hospitality Management*, 31(10), 3823–3837. <https://doi.org/10.1108/ijchm-10-2018-0805>
- [3] Bakir, S., Dogru, T., Bilgihan, A., & Ayoun, B. (2025). AI awareness and employee-related outcomes: A systematic review of the hospitality literature and a framework for future research. *International Journal of Hospitality Management*, 124, 103973. <https://doi.org/10.1016/j.ijhm.2024.103973>
- [4] Wong, S. C., & Ko, A. (2009). Exploratory study of understanding hotel employees' perception on work–life balance issues. *International Journal of Hospitality Management*, 28(2), 195–203. <https://doi.org/10.1016/j.ijhm.2008.07.001>
- [5] Li, J. (Justin), Bonn, M. A., & Ye, B. H. (2019). Hotel employee's artificial intelligence and robotics awareness and its impact on turnover intention: The moderating roles of perceived organizational support and competitive psychological climate. *Tourism Management*, 73, 172–181. <https://doi.org/10.1016/j.tourman.2019.02.006>
- [6] Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500–507. <https://doi.org/10.1037//0021-9010.71.3.500>
- [7] Cairncross, G., & Kelly, S. (2008). Human resource development and 'casualisation' in hotels and resorts in Eastern Australia: Getting the best to the customer? *Journal of Management & Organization*, 14(4), 367–385. <https://doi.org/10.5172/jmo.837.14.4.367>
- [8] Wan, H. L. (2015). Organisational justice–organisational citizenship behaviour. In *Governance and Citizenship in Asia* (pp. 179–205). Springer Singapore. https://doi.org/10.1007/978-981-10-0030-0_8
- [9] Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly*, 44(2), 350–383. <https://doi.org/10.2307/2666999>
- [10] Zopiatis, A., & Constanti, P. (2010). Leadership styles and burnout: Is there an association? *International Journal of*

- Contemporary Hospitality Management, 22(3), 300–320. <https://doi.org/10.1108/0959611011035927>
- [11] Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86(3), 386–400. <https://doi.org/10.1037//0021-9010.86.3.386>
- [12] Paul, J., Lim, W. M., O’Cass, A., Hao, A. W., & Bresciani, S. (2021). Scientific procedures and rationales for systematic literature reviews (SPAR-4-SLR). *International Journal of Consumer Studies*, 45(4). <https://doi.org/10.1111/ijcs.12695>
- [13] Paul, J., & Barari, M. (2022). Meta-analysis and traditional systematic literature reviews—What, why, when, where, and how? *Psychology & Marketing*, 39(6), 1099–1115. <https://doi.org/10.1002/mar.21657>
- [14] Carvalho, A., Alves, H., & Leitão, J. (2022). What research tells us about leadership styles, digital transformation and performance in state higher education? *International Journal of Educational Management*, 36(2), 218–232. <https://doi.org/10.1108/ijem-11-2020-0514>
- [15] Kim, H., & So, K. K. F. (2022). Two decades of customer experience research in hospitality and tourism: A bibliometric analysis and thematic content analysis. *International Journal of Hospitality Management*, 100, 103082. <https://doi.org/10.1016/j.ijhm.2021.103082>
- [16] Liang, X., Guo, G., Shu, L., Gong, Q., & Luo, P. (2022). Investigating the double-edged sword effect of AI awareness on employee’s service innovative behavior. *Tourism Management*, 92, 104564. <https://doi.org/10.1016/j.tourman.2022.104564>
- [17] Huang, Y., & Gursoy, D. (2024). How does AI technology integration affect employees’ proactive service behaviors? A transactional theory of stress perspective. *Journal of Retailing and Consumer Services*, 77, 103700. <https://doi.org/10.1016/j.jretconser.2023.103700>
- [18] He, C., Teng, R., & Song, J. (2023). Linking employees’ challenge-hindrance appraisals toward AI to service performance: The influences of job crafting, job insecurity and AI knowledge. *International Journal of Contemporary Hospitality Management*, 36(3), 975–994. <https://doi.org/10.1108/ijchm-07-2022-0848>
- [19] Zhou, S., Yi, N., Rasiyah, R., Zhao, H., & Mo, Z. (2024). An empirical study on the dark side of service employees’ AI awareness: Behavioral responses, emotional mechanisms, and mitigating factors. *Journal of Retailing and Consumer Services*, 79, 103869. <https://doi.org/10.1016/j.jretconser.2024.103869>
- [20] Bhattacharyya, S. S., & Nair, S. (2019). Explicating the future of work: Perspectives from India. *Journal of Management Development*, 38(3), 175–194. <https://doi.org/10.1108/jmd-01-2019-0032>
- [21] Leavy, B. (2019). Alibaba strategist Ming Zeng: “Smart business” in the era of business ecosystems. *Strategy & Leadership*, 47(2), 11–18. <https://doi.org/10.1108/sl-01-2019-0006>
- [22] Vatan, A., & Dogan, S. (2021). What do hotel employees think about service robots? A qualitative study in Turkey. *Tourism Management Perspectives*, 37, 100775. <https://doi.org/10.1016/j.tmp.2020.100775>
- [23] Sousa, M. J., & Wilks, D. (2018). Sustainable skills for the world of work in the digital age. *Systems Research and Behavioral Science*, 35(4), 399–405. <https://doi.org/10.1002/sres.2540>
- [24] Sowa, K., Przegalinska, A., & Ciechanowski, L. (2021). Cobots in knowledge work. *Journal of Business Research*, 125, 135–142. <https://doi.org/10.1016/j.jbusres.2020.11.038>
- [25] Gómez-Mejía, L. R., Sanchez-Bueno, M. J., Miroshnichenko, I., Wiseman, R. M., Muñoz-Bullón, F., & De Massis, A. (2023). Family control, political risk and employment security: A cross-national study. *Journal of Management Studies*, 61(6), 2338–2372. <https://doi.org/10.1111/joms.12970>
- [26] Kwon, B., & Farndale, E. (2020). Employee voice viewed through a cross-cultural lens. *Human Resource Management Review*, 30(1), 100653. <https://doi.org/10.1016/j.hrmr.2018.06.002>
- [27] Zhao, H., Ma, Y., & Chen, Y. (2025). Facing or avoiding? How dependence on artificial intelligence influences hotel employees’ job crafting. *International Journal of Contemporary Hospitality Management*, 37(6), 1884–1902. <https://doi.org/10.1108/ijchm-06-2024-0939>
- [28] Li, W., Qin, X., Yam, K. C., Deng, H., Chen, C., Dong, X., Jiang, L., & Tang, W. (2024). Embracing artificial intelligence (AI) with job crafting: Exploring trickle-down effect and employees’ outcomes. *Tourism Management*, 104,

104935. <https://doi.org/10.1016/j.tourman.2024.104935>
- [29] Kong, H., Yin, Z., Chon, K., Yuan, Y., & Yu, J. (2023). How does artificial intelligence (AI) enhance hospitality employee innovation? The roles of exploration, AI trust, and proactive personality. *Journal of Hospitality Marketing & Management*, 33(3), 261–287. <https://doi.org/10.1080/19368623.2023.2258116>
- [30] Yin, M., Jiang, S., & Niu, X. (2024). Can AI really help? The double-edged sword effect of AI assistant on employees' innovation behavior. *Computers in Human Behavior*, 150, 107987. <https://doi.org/10.1016/j.chb.2023.107987>
- [31] Gong, Q., Fan, D., & Bartram, T. (2024). Integrating artificial intelligence and human resource management: A review and future research agenda. *The International Journal of Human Resource Management*, 36(1), 103–141. <https://doi.org/10.1080/09585192.2024.2440065>
- [32] Meuter, M. L., Ostrom, A. L., Bitner, M. J., & Roundtree, R. (2003). The influence of technology anxiety on consumer use and experiences with self-service technologies. *Journal of Business Research*, 56(11), 899–906. [https://doi.org/10.1016/s0148-2963\(01\)00276-4](https://doi.org/10.1016/s0148-2963(01)00276-4)
- [33] Ariza-Montes, A., Arjona-Fuentes, J. M., Han, H., & Law, R. (2018). The price of success: A study on chefs' subjective well-being, job satisfaction, and human values. *International Journal of Hospitality Management*, 69, 84–93. <https://doi.org/10.1016/j.ijhm.2017.10.006>
- [34] Kim, J. (Sunny), Park, Y., Kim, B., & Lee, C.-K. (2024). Impact of perceptions of ESG on organization-based self-esteem, commitment, and intention to stay. *Journal of Travel & Tourism Marketing*, 41(1), 106–127. <https://doi.org/10.1080/10548408.2023.2293026>
- [35] Teng, C.-C., Lu, A. C. C., Huang, Z.-Y., & Fang, C.-H. (2020). Ethical work climate, organizational identification, leader-member-exchange (LMX) and organizational citizenship behavior (OCB). *International Journal of Contemporary Hospitality Management*, 32(1), 212–229. <https://doi.org/10.1108/ijchm-07-2018-0563>
- [36] Newman, A., Donohue, R., & Eva, N. (2017). Psychological safety: A systematic review of the literature. *Human Resource Management Review*, 27(3), 521–535. <https://doi.org/10.1016/j.hrmr.2017.01.001>
- [37] Lee, C., & Way, K. (2010). Individual employment characteristics of hotel employees that play a role in employee satisfaction and work retention. *International Journal of Hospitality Management*, 29(3), 344–353. <https://doi.org/10.1016/j.ijhm.2009.08.008>
- [38] Muhammad, L., & Sarwar, A. (2021). When and why organizational dehumanization leads to deviant work behaviors in hospitality industry. *International Journal of Hospitality Management*, 99, 103044. <https://doi.org/10.1016/j.ijhm.2021.103044>
- [39] Xu, F. Z., & Wang, Y. (2019). Enhancing employee innovation through customer engagement: The role of customer interactivity, employee affect, and motivations. *Journal of Hospitality & Tourism Research*, 44(2), 351–376. <https://doi.org/10.1177/1096348019893043>
- [40] Shao, Y., Huang, C., Song, Y., Wang, M., Song, Y. H., & Shao, R. (2024). Using augmentation-based AI tool at work: A daily investigation of learning-based benefit and challenge. *Journal of Management*, 51(8), 3352–3390. <https://doi.org/10.1177/01492063241266503>
- [41] Han, S. J., Bonn, M. A., & Cho, M. (2016). The relationship between customer incivility, restaurant frontline service employee burnout and turnover intention. *International Journal of Hospitality Management*, 52, 97–106. <https://doi.org/10.1016/j.ijhm.2015.10.002>
- [42] Wayne, J. H., Matthews, R., Crawford, W., & Casper, W. J. (2019). Predictors and processes of satisfaction with work–family balance: Examining the role of personal, work, and family resources and conflict and enrichment. *Human Resource Management*, 59(1), 25–42. <https://doi.org/10.1002/hrm.21971>
- [43] Silva, C. T., Hakim, M. P., Zanetta, L. D., Pinheiro, G. S. D. D., Gemma, S. F. B., & da Cunha, D. T. (2021). Burnout and food safety: Understanding the role of job satisfaction and menu complexity in foodservice. *International Journal of Hospitality Management*, 92, 102705. <https://doi.org/10.1016/j.ijhm.2020.102705>
- [44] Baquero, A. (2023). Authentic leadership, employee work engagement, trust in the leader, and workplace well-being:

- A moderated mediation model. *Psychology Research and Behavior Management*, Volume 16, 1403–1424. <https://doi.org/10.2147/prbm.s407672>
- [45] Ogbonna, E., & Harris, L. C. (2013). Organizational cultural perpetuation: A case study of an english premier league football club. *British Journal of Management*, 25(4), 667–686. <https://doi.org/10.1111/1467-8551.12037>
- [46] Neves, P., & Caetano, A. (2006). Social exchange processes in organizational change: The roles of trust and control. *Journal of Change Management*, 6(4), 351–364. <https://doi.org/10.1080/14697010601054008>
- [47] Viglia, G., & Dolnicar, S. (2020). A review of experiments in tourism and hospitality. *Annals of Tourism Research*, 80, 102858. <https://doi.org/10.1016/j.annals.2020.102858>
- [48] Song, Y., Zhang, M., Hu, J., & Cao, X. (2022). Dancing with service robots: The impacts of employee-robot collaboration on hotel employees' job crafting. *International Journal of Hospitality Management*, 103, 103220. <https://doi.org/10.1016/j.ijhm.2022.103220>
- [49] Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal, and coping*. Springer Publishing Company.
- [50] Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513–524. <https://doi.org/10.1037/0003-066x.44.3.513>
- [51] Blau, P. M. (1964). Justice in social exchange. *Sociological Inquiry*, 34(2), 193–206. <https://doi.org/10.1111/j.1475-682x.1964.tb00583.x>