

AI-Driven POS, Adaptable Workload, and Service Culture Influence on Frontline Employee Performance

Yustisia Kristiana^{1*}, Vasco Adato Haholongan Goeltom², Theodosia C. Nathalia³
^{1,2,3}Faculty of Hospitality and Tourism, Pelita Harapan University, Indonesia
¹yustisia.kristiana@uph.edu, ²vasco.goeltom@uph.edu, ³theodosia.nathalia@uph.edu
*Corresponding Author

Article Info

Article history:

Submission November 11, 2024
Revised December 16, 2025
Accepted February 27, 2025
Published March 5, 2025

Keywords:

AI-Driven POS
Adaptable Workload
Service Culture
Career Commitment
Employee Performance



ABSTRACT

This study investigates the influence of AI-driven perceived organizational support (AI-driven POS), adaptable workload, and service culture on employee performance, with career commitment serving as a mediator. **A quantitative approach was used**, specifically a cross-sectional survey, involving a sample of 200 frontline hotel employees in Jakarta, selected through purposive sampling. Partial least squares structural equation modeling (PLS-SEM) was used to analyse the relationships between the variables. **The findings** indicated that AI-driven POS does not have a direct effect on employee performance, whereas adaptable workload and service culture are significant contributors to improving employee performance. Additionally, **the study emphasizes the mediating role** of career commitment in enhancing the link between adaptable workload, service culture, and employee performance. Career commitment is identified as a crucial motivational factor that encourages employees to surpass expectations. However, the mediation of career commitment between AI-driven POS and employee performance was not supported. **Based on these results**, the study offers several managerial recommendations for improving frontline employee performance in the hospitality industry.

This is an open access article under the [CC BY 4.0](https://creativecommons.org/licenses/by/4.0/) license.



DOI: <https://doi.org/10.34306/att.v7i1.535>

This is an open-access article under the CC-BY license (<https://creativecommons.org/licenses/by/4.0/>)

©Authors retain all copyrights

1. INTRODUCTION

Employee performance is a critical determinant of success in the hospitality industry, where frontline employees play a pivotal role in shaping customer experiences and satisfaction. Given the service-oriented nature of the industry, the performance of these employees directly influences customer loyalty, reputation, and overall profitability of hotels [1]. However, frontline employees often face unique challenges, including high job demands, emotional labour, and the need for quick adaptability to fluctuating customer expectations [2]. These stressors can lead to decreased job satisfaction, burnout, and ultimately poor performance, which makes it crucial for organizations to implement effective strategies to support their workforce.

In the past ten years, the number of studies exploring the assessment of Artificial Intelligence (AI) applications, the societal role of AI technology, and its effects on both individuals and businesses has grown significantly [3]. AI technology has found extensive application across multiple departments within the hotel industry. This innovative approach has shown to improve employees perceptions of their organizational support, thus boosting their commitment and performance [4].

Adaptable workload management is another critical factor influencing employee performance. Given

the dynamic nature of the hotel industry, workload adaptability allows employees to manage their tasks effectively without experiencing excessive stress or burnout [5]. When workloads are adaptable, employees are more likely to feel empowered and capable of handling varying job demands, which in turn positively influences their career commitment. [6] argue that a robust service culture aligned with sustainability principles can enhance customer satisfaction and loyalty, which in turn positively influences organizational performance. This idea highlights that service culture encompasses the mindset, focus, and viewpoints of both employees and customers. When it comes to employee performance, those who perceive their organization as prioritizing service are more likely to be engaged, productive, and committed to delivering an excellent customer experience. Conversely, any misalignment between service culture and employee performance can obstruct the achievement of organizational objectives. Therefore, it is crucial for management to cultivate and sustain a positive service culture to boost employee performance and excel in customer service.

Examining employees perceptions, attitudes, and career commitment is essential, as positive attitudes and strong career commitment are critical for business success, particularly in the service sector [7]. [8] further emphasized that career commitment is closely linked to professional growth and job satisfaction. Additionally, [9] found that a high level of career commitment positively influences job performance.

The literature review indicates a scarcity of studies that utilize AI-driven perceived organizational support (AI-driven POS), adaptable workload, and service culture as predictors of career commitment and employee performance within the context of the hospitality industry. This study offers AI-driven POS variable, refers to the perception among employees that their organization, using AI technologies, provides assistance, resources, and a supportive environment that contributes to their well-being and job performance. This concept merges the traditional idea of Perceived Organizational Support (POS), which emphasizes the degree to which employees believe their organization values their contributions and cares about their well-being, with the integration of AI tools and systems. This study extends the existing literature by integrating AI-driven POS into the POS framework, emphasizing its unique contribution to employee well-being and performance. Unlike traditional POS, AI-driven POS incorporates real-time feedback and predictive analytics. Moreover, this research addresses gaps in understanding how career commitment mediates these relationships, offering novel insights for the hospitality sector. The study aims to examine the impact of AI-driven POS, adaptable workload, and service culture on employee performance, with career commitment acting as a mediator.

2. LITERATURE REVIEW

Research by [10] demonstrates a positive correlation between perceived organizational support and employee performance, confirming a significant relationship between the two variables. In contrast, [11] found that perceived organizational support does not effectively enhance employee performance. The study suggests that excessive organizational support may lead to employee dependency and diminish intrinsic motivation, ultimately lowering performance levels. This conclusion is further supported by [12], whose research indicated that perceived organizational support does not have a significant impact on employee performance.

The incorporation of AI in delivering organizational support has introduced new dimensions to traditional POS. AI-driven POS significantly differs from traditional POS in its mechanisms and impact on employee performance. Traditional POS refers to employees general perception that their organization values their contributions and cares about their well-being, often delivered through human interaction and organizational policies. In contrast, AI-driven POS integrates technology, such as predictive analytics, chatbots, and real-time feedback systems, to enhance employee performance. These capabilities contribute to fostering a perception of support, as employees feel that the organization is investing in advanced technologies to better meet their needs [13].

[14] highlighted that work-life balance, influenced by an adaptable workload, positively contributes to employee engagement and satisfaction. Their findings suggest that when employees can adjust their workload according to current conditions, they are more likely to demonstrate improved performance. Similarly, [15] observed that flexibility in workload can reduce stress and fatigue levels, which in turn boosts employee motivation and performance. [16] further noted that frontline employees who can adapt their workload have lower turnover intentions, reinforcing the positive relationship between adaptive workload and overall performance.

[17] stated that organizations that emphasize innovation and stability in their culture are more likely to have committed employees; thus, culture has a positive influence on commitment. [6] argue that a robust service culture aligned with sustainability principles can enhance customer satisfaction and loyalty. Similarly,

[18] noted a positive relationship between culture and commitment to responsibility. Based on the previous studies, the following hypotheses are proposed:

H1: AI-driven Perceived Organizational Support has a positive effect on employee performance.

H2: Adaptable workload has a positive effect on employee performance.

H3: Service culture has a positive effect on employee performance.

In the hospitality industry, front-line employees who perceive strong organizational support often demonstrate higher career commitment, which subsequently enhances their performance [7]. POS is also critical in mitigating the adverse effects of high workloads (adaptable workload), as employees who feel supported are better equipped to handle work-related pressures and maintain productivity [19]. When linked to technology, AI-driven POS can further enhance employee performance by providing tools and systems that streamline tasks and improve efficiency.

Career commitment is essential in enabling employees to transform workplace challenges into motivation for improving performance. Career commitment helps mitigate the negative impacts of heavy workloads [8]. Furthermore, cultivating a strong service culture within hotels fosters a positive work environment where employees are motivated to deliver exceptional service, thereby strengthening their organizational and career commitment [20]. Supportive service culture not only enhances career commitment but also serves as a vital link between organizational culture and individual performance, emphasizing its role in achieving both employee and organizational success [6].

According to [21], a career serves as a tool for self-development and personal realization within the field of psychology. [22] state that career commitment entails a high level of involvement in one career, dedication to achieving career goals, and a positive attitude towards work and career progression. [23] revealed that strong career commitment positively influences work performance and career in hospitality industry. In this study, career commitment functions as a mediating variable. The hypothesis developed is as follows:

H4: Career commitment mediates the relationship between AI-driven POS and employee performance.

H5: Career commitment mediates the relationship between Adaptable workload and employee performance.

H6: Career commitment mediates the relationship between Service culture and employee performance.

Based on the hypothesis framework above, the research model can be described as in Figure 1.

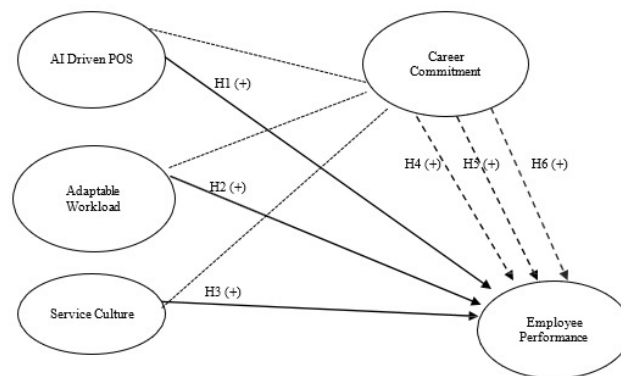


Figure 1. Research Model

3. METHODOLOGY

This research adopts a positivist paradigm and utilizes a descriptive quantitative approach to examine the causal relationships between AI-driven POS, adaptable workload, and service culture on career commitment and employee performance. The study targeted frontline employees working in hotels in Jakarta. A balanced formula was utilized to calculate the sample size for an unknown population, adopting a minimalistic approach tailored to the Partial Least Squares Structural Equation Model (PLS-SEM). According to [24], when the exact value of the path coefficient with the smallest absolute magnitude is unknown, the inverse square root method

recommends a minimum sample size of 160 to ensure optimal outcomes. A purposive sampling technique was employed to select participants most relevant to addressing the research questions. The selection criteria included: a) being frontline employees within the hotel industry, and b) actively working at a hotel in Jakarta during the period of data collection. A total of 200 respondents were selected.

Data collection was conducted by using an online questionnaire administered through Google Forms. A Likert scale was employed to gauge respondents levels of agreement or disagreement with the statements provided, ranging from Strongly Disagree (STS) to Strongly Agree (SS). This approach allowed for nuanced assessment of participants perceptions and experiences in relation to the digital tools and technologies they interact with at work.

To analyse the data, Structural Equation Model (SEM) was applied, utilizing the PLS-SEM approach. The use of PLS-SEM in this study is supported by multiple considerations, as detailed by [25]. First, it is appropriate for research with smaller sample sizes. Second, it effectively processes categorical ordinal data. Third, it is capable of handling datasets with non-normal distributions. Fourth, it is particularly well-suited for exploratory studies that seek to expand theoretical frameworks. Finally, PLS-SEM excels in analysing complex research models that integrate various variables to clarify constructs and test hypothesized relationships. The SEM-PLS analysis included both the measurement model (outer model) and the structural model (inner model).

The outer model evaluated the relationships between observed variables and their corresponding latent constructs, ensuring convergent validity (Outer Loading > 0.7 , AVE > 0.5) and discriminant validity. Reliability was tested using Cronbach's alpha (> 0.6) and composite reliability (> 0.7). The structural model examined the hypothesized relationships between latent variables, with significance determined through bootstrapping techniques. Path coefficients and R-squared values were reported, with a t-statistic threshold of 1.65 used for significance testing at the 95% confidence level [26].

4. RESULT AND DISCUSSION

This study assesses the measurement and structural models, confirming the reliability and validity of latent variables using Cronbach's alpha and composite reliability. Results show significant impacts of AI-driven POS, adaptable workload, and service culture on career commitment and employee performance.

4.1. Measurement Model

4.1.1. Outer Loading

The first reliability test is to look at the outer loading figure with the minimum recommended value being 0.708 [26]. The data processing results with an outer loading value > 0.7 mean that the construct can explain more than 50 percent of the variance of the indicator. Meanwhile, a loading factor value below 0.6 indicates that convergent validity is low. On the other hand, a loading factor value above 0.6 indicates good convergent validity and is considered valid, as depicted in Figure 2 and displayed in Table 1.

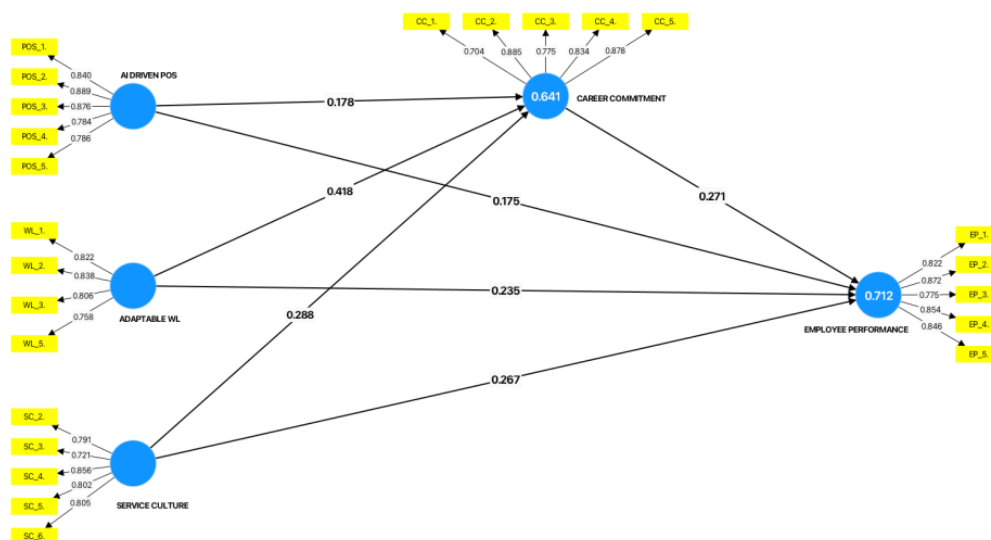


Figure 2. Outer Model

Table 1. Outer Loading

Construct	Indicator Code	Outer Loading	Results
AI-Driven POS	POS 1	0.840	Reliable
	POS 2	0.889	Reliable
	POS 3	0.876	Reliable
	POS 4	0.784	Reliable
	POS 5	0.786	Reliable
Adaptable Workload	WL 1	0.822	Reliable
	WL 2	0.838	Reliable
	WL 3	0.806	Reliable
	WL 5	0.758	Reliable
Service Culture	SC 2	0.791	Reliable
	SC 3	0.721	Reliable
	SC 4	0.856	Reliable
	SC 5	0.802	Reliable
	SC 6	0.805	Reliable
Career Commitment	CC 1	0.704	Reliable
	CC 2	0.885	Reliable
	CC 3	0.775	Reliable
	CC 4	0.834	Reliable
	CC 5	0.878	Reliable
Employee Performance	EP 1	0.822	Reliable
	EP 2	0.854	Reliable
	EP 3	0.775	Reliable
	EP 4	0.872	Reliable
	EP 5	0.846	Reliable
	EP 6	0.800	Reliable
	EP 7	0.796	Reliable

4.1.2. Construct Reliability and Validity

Internal consistency measures the extent of an indicator ability to explain latent constructs by estimating reliability based on inter-correlation between indicators. This reliability is measured by a Composite Reliability value above 0.7 and a Cronbach Alpha value above 0.7. If these values are greater than 0.7, this indicates that the reliability of the measuring instrument is quite high [26]. Table 2 shows that both Cronbach alpha and Composite Reliability values exceed 0.7, indicating that all variable indicators are reliable.

Table 2. Construct Reliability

Constructs	Cronbach Alpha	CR	Result
AI-Driven POS	0.892	0.921	Reliable
Adaptable Workload	0.821	0.881	Reliable
Service Culture	0.855	0.896	Reliable
Career Commitment	0.875	0.910	Reliable
Employee Performance	0.891	0.920	Reliable

4.1.3. Convergent Validity

Convergent validity is also tested by looking at the Average Variance Extracted (AVE) value, where the expected AVE value is greater than 0.5 [26]. The calculation results show that the AVE value of each

variable is above 0.5, and these values are in the Table 3 below.

4.2. Discriminant Validity

4.2.1. Heterotrait – Monotrait Ratio (HTMT)

The HTMT approach calculates the average value of all correlations between indicators from one construct and another construct (heterotrait-heteromethod correlations), by comparing the average correlation of indicators that measure the same construct (monotrait-heteromethod correlations). This approach aims to estimate the correlation between two constructs with reliable measurements. If the correlation between the two constructs being measured is weak (disattenuated correlation) approaching 1, then discriminant validity is inadequate. To meet the requirements for discriminant validity between two reflective variables, the HTMT value is expected to be less than 0.9 [26]. Table 4 shows that all HTMT values are below 0.9, indicating that the criteria for discriminant validity have been met. Although the HTMT value of service culture and AI-Driven POS is higher than most other pairs (0.880), it is still below the threshold of 0.9, which confirms that service culture and AI-driven POS maintain discriminant validity. This indicates that there is no issue with the measurement model in terms of overlapping constructs.

Table 3. Heterotrait-Monotrait (HTMT) Ratio

Constructs	HTMT Ratio
AI Driven POS ↔ Adaptable Workload	0.810
Career Commitment ↔ Adaptable Workload	0.864
Career Commitment ↔ AI Driven POS	0.771
Employee Performance ↔ Adaptable Workload	0.859
Employee Performance ↔ AI Driven POS	0.815
Employee Performance ↔ Career Commitment	0.845
Service Culture ↔ Adaptable Workload	0.835
Service Culture ↔ AI Driven POS	0.880
Service Culture ↔ Career Commitment	0.818
Service Culture ↔ Employee Performance	0.855

4.3. Structural Model

The relevance and significance of the path coefficients are evaluated in this section. The hypothesis was tested using the bootstrapping method in PLS-SEM, and the hypothesis was also tested using a regression model. Significant positive relationships were observed for all hypotheses in this study, as depicted in Figure 3

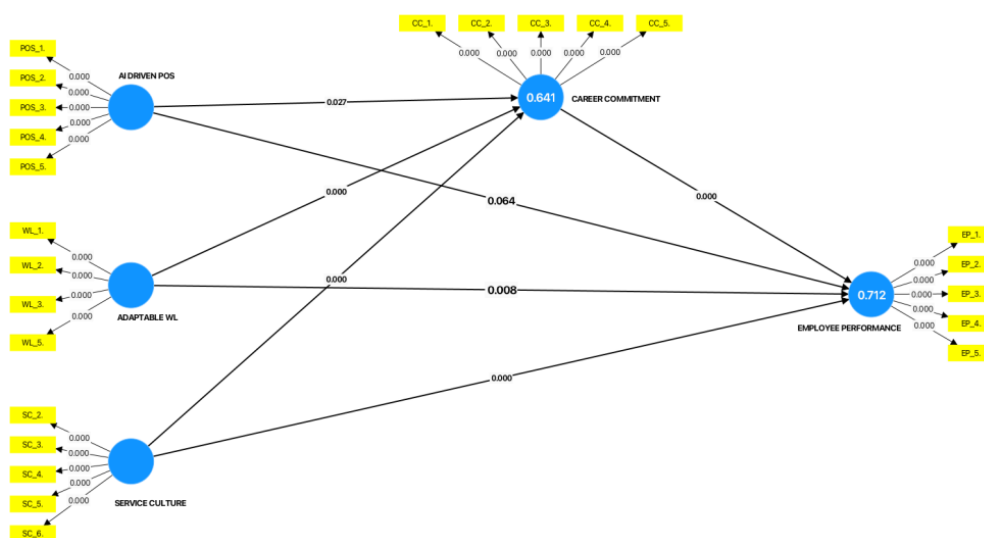


Figure 3. Inner Model

4.3.1. Multicollinearity Testing

Multicollinearity testing in PLS-SEM is carried out by looking at the inner variance inflation factor (VIF). The ideal VIF value, or one that indicates no problems, is less than 3. A VIF value between 3 and 5 can still be tolerated and is said to be recommended. However, if the VIF value is more than 5, this is considered 'critical' and indicates a multicollinearity issue in the research model which can interfere with model estimation [26]. The results of the multicollinearity testing presented in Table 4 as all values are less than 3.

Table 4. Inner Variance Inflation Factor (VIF) Values

Path	VIF
Adaptable Workload → Career Commitment	2.220
Adaptable Workload → Employee Performance	2.706
AI Driven POS → Career Commitment	2.863
AI Driven POS → Employee Performance	2.951
Career Commitment → Employee Performance	2.783

4.3.2. Coefficient of Determinant (R²)

To measure the predictive power or explanatory power of the model, the coefficient of determination test was carried out in SEM-PLS. Coefficient of determination or R-square according to [26], is a key indicator in assessing the predictive power of the SEM-PLS model. The results as displayed in Table 5.

Table 5. R-Squared (R²)

Construct	R-Squared (R ²)	R-Squared Adjusted	Explanatory Power
Career Commitment	0.641	0.635	Moderate
Employee Performance	0.712	0.706	Moderate

4.3.3. Hypotheses Testing

The purpose of conducting hypotheses testing is to ascertain whether there is evidence that supports or negates the relationship between variables. In this study, hypotheses testing was carried out using a one-sided test with a t-table threshold of 1.65 (at a significance level of 5%). The hypotheses is formulated directionally, and if the calculated t value exceeds the t table value of 1.65 then the hypotheses is considered supported. The findings are presented in Table 6.

Table 6. Hypotheses Testing

Hypothesis	Relationships	Path	p value	t-statistics	Result
H1	AI-Driven POS → Employee Performance	0.175	0.064	1.524	Not supported
H2	Adaptable Workload → Employee Performance	0.235	0.008	2.391	Supported
H3	Service Culture → Employee Performance	0.267	0.000	3.759	Supported
H4	AI-Driven POS → Career Commitment → Employee Performance	0.048	0.059	1.564	Not supported
H5	Adaptable Workload → Career Commitment	0.113	0.000	3.572	Supported
H6	Service Culture → Career Commitment → Employee Performance	0.078	0.008	2.612	Supported

4.4. Discussion

The results of this study highlight several critical insights into the factors affecting frontline employee performance in the hospitality industry. Contrary to expectations, AI-driven POS did not have a significant direct effect on employee performance (H1). This result diverges from the findings of [27], who observed that perceived organizational support generally improves employee performance. This finding suggests that while AI implementations may enhance the perceived support from the organization, they may not immediately translate into higher performance levels among frontline employees. One possible explanation is that the adoption of AI technology in hospitality is still in its nascent stages, and employees might require time to adjust and

fully integrate these tools into their daily routines. Employees may not have had enough time to adapt to AI systems fully, and their potential impact on performance may not yet be fully realized. In their early stages of implementation, AI tools might not be perceived as valuable, and employees may still view them as just supplementary rather than integral to their work processes. As AI becomes more entrenched, its potential to directly impact employee performance may become clearer. Studies such as those by [28] argue that the initial phases of AI adoption are often marked by resistance, a lack of understanding, and inadequate integration, leading to under utilization of AI capabilities, which, in turn, affects performance outcomes. Additionally, the use of AI may primarily enhance efficiency rather than directly impact performance metrics, especially in service-oriented tasks that rely heavily on interpersonal interactions. Moderating factors such as the availability and quality of employee training programs, the level of technological familiarity among staff, and the organizations overall readiness for AI integration may play critical roles in shaping outcomes. This result aligns with the findings of previous studies, such as [29], indicating that while innovative tools can boost perceived support, their direct impact on performance may be limited without sufficient training and adaptation.

The positive impact of adaptable workload on employee performance (H2) supports the notion that flexibility in task management significantly enhances job outcomes. Frontline employees in the hospitality industry often face fluctuating demands, and the ability to adjust workloads accordingly allows them to manage stress effectively, reducing burnout and improving overall job satisfaction. This finding is consistent with the work of [15], who reported that adaptive workload management reduces employee fatigue and enhances motivation, which in turn boosts performance. The positive link between adaptable workload and performance indicates that hotels prioritizing flexible work arrangements can enhance employee resilience and productivity.

The study found that service culture has a strong positive effect on employee performance (H3). This result highlights the pivotal role of a robust service-oriented culture in the hospitality industry, where the emphasis on excellent customer service drives employees to perform better. When an organization cultivates a service culture that aligns with its strategic goals, employees are more engaged and committed to delivering quality service. This finding echoes the arguments of [18], who emphasized that a strong service culture boosts customer satisfaction, loyalty, and organizational performance. [6] argue that service culture aligned with sustainability principles can enhance customer satisfaction and loyalty. The significant impact of service culture indicates that fostering an environment where service excellence is prioritized can be a key driver of employee effectiveness.

The mediating role of career commitment between adaptable workload and employee performance (H5) as well as between service culture and employee performance (H6) was supported by the data. This implies that when employees experience a supportive service culture and manageable workload, their commitment to their careers is enhanced, which in turn positively influences their performance. Career commitment serves as a motivational factor that drives employees to excel in their roles, reinforcing the idea that highly committed employees are more likely to go above and beyond in their job responsibilities. This aligns with the findings of [23], who noted the importance of career commitment in boosting work performance and career for hospitality employees.

Conversely, the mediation effect of career commitment on the relationship between AI-driven POS and employee performance (H4) was not supported. This suggests that while employees may perceive AI-driven POS as beneficial, it does not necessarily enhance their career commitment enough to impact performance. In the early stages of AI implementation, employees often perceive AI systems as tools that may enhance efficiency but do not necessarily contribute to their career development or job satisfaction [28]. This lack of alignment between AI-driven POS and career commitment can explain why AI-driven POS does not mediate the relationship. AI-driven POS systems in hospitality are often designed to streamline operations, optimize resource allocation, and enhance guest service efficiency, but they may not provide direct support for the employees personal career goals. AI adoption often focuses on operational tasks, such as automating customer interactions, which might improve efficiency but do not necessarily foster a sense of professional development or career commitment [30]. This could be attributed to the current phase of AI adoption in the industry, where employees might not yet fully trust or rely on AI systems for their professional development. AI adoption is heavily dependent on employee trust, which is built through transparency and evidence of AI benefits in day-to-day operations [31]. When employees perceive AI tools as a threat rather than a resource, their engagement with these tools diminishes. The lack of a significant mediating effect highlights the need for better integration and alignment of AI tools with employee career goals and aspirations. To be effective, AI must be closely integrated with both organizational objectives and the aspirations of employees. For instance, if AI systems are

designed to enhance customer experience but lack features that facilitate employee training or skills enhancement, their value in professional development diminishes [32]. Employees also need to commit to improving their competence [33].

5. MANAGERIAL IMPLICATIONS

The findings offer several managerial implications for hotel management, particularly for city hotels in Jakarta, which operate in a high-pressure, urban service environment. Firstly, while AI-driven POS has shown potential, its effectiveness depends on strategies that actively build trust in these technologies among employees. For instance, hotels could conduct workshops to demonstrate the practical benefits of AI tools in streamlining tasks and aiding decision-making. This approach can enhance career commitment by illustrating how AI supports professional growth rather than replacing human roles. Secondly, in high-pressure urban service environments, implementing adaptable workload arrangements, such as flexible scheduling or task rotation, can significantly improve employee performance and reduce burnout. Tailored strategies like dynamic staffing models that consider peak and off-peak city hotel demands can make workload management more effective. Lastly, fostering a strong service culture should remain a central organizational focus. City hotels, often catering to a diverse clientele, can achieve this by providing cultural sensitivity training and rewarding service excellence. This not only motivates employees but also ensures consistent delivery of superior service, enhancing overall performance and guest satisfaction.

6. CONCLUSION

This study examines and analyses impact of AI-driven POS, adaptable workload, and service culture on employee performance, with career commitment acting as a mediator. The findings suggest that while AI-driven POS does not directly enhance employee performance, adaptable workload and service culture play significant roles in improving job outcomes. AI potential to increase perceived support is acknowledged, but its direct impact on performance remains limited, likely due to the early stages of AI adoption in the industry. In contrast, flexible workload management and a strong service culture are shown to positively influence employee performance by reducing stress, enhancing motivation, and fostering a commitment to delivering quality service.

Furthermore, the study highlights the mediating role of career commitment in strengthening the relationship between adaptable workload, service culture, and employee performance. Career commitment emerges as a key motivational factor that drives employees to exceed expectations. However, the mediating effect of career commitment between AI-driven POS and performance was not supported, suggesting that AI role in influencing employee commitment and performance is still developing. This emphasizes the need for improved integration of AI tools with employees career goals and greater trust in AI systems. The study underscores the importance of focusing on flexible work arrangements and a supportive service culture while considering the evolving role of AI in employee performance enhancement within the hospitality industry. Future research could focus on longitudinal studies to assess the long-term effects of AI integration on employee performance and career development in the hospitality sector.

The limitation of this study is its reliance on cross-sectional data, which restricts the ability to determine causal and reciprocal relationships among the variables. Since all data were collected at a single point in time, there is an increased likelihood of common method bias. To address this issue, future research should consider adopting a longitudinal design, enabling a deeper exploration of causal linkages and the progression of relationships over time. Another limitation of this study is the use of purposive sampling, which limits the generalizability of the findings. Future research could explore different sampling methods and increase the sample size to improve the generalizability of the results.

7. DECLARATIONS

7.1. About Authors

Yustisia Kristina (YK)  <https://orcid.org/0009-0001-8883-9518>

Vasco Adato Haholongan Goeltom (VA)  <https://orcid.org/0009-0009-6343-8871>

Theodosia C. Nathalia (TC)  <https://orcid.org/0009-0004-1092-7528>

7.2. Author Contributions

Conceptualization: YK and VA; Methodology, Software, Validation: VA; Formal Analysis: YK; Investigation: TC; Resources: TC; Data Curation: VA; Writing Original Draft Preparation: YK, VA, and TC; Writing Review and Editing: YK; Visualization: TC; All authors, YK, VA, and TC, have read and agreed to the published version of the manuscript.

7.3. Data Availability Statement

The data presented in this study are available on request from the corresponding author.

7.4. Funding

The authors received no financial support for the research, authorship, and/or publication of this article.

7.5. Declaration of Conflicting Interest

The authors declare that they have no conflicts of interest, known competing financial interests, or personal relationships that could have influenced the work reported in this paper.

REFERENCES

- [1] Y. Setiadi, "The effect of service quality and customer satisfaction on customer loyalty at bidakara savoi homan hotel," *SABA: Journal of Tourism Research*, vol. 1, no. 2, pp. 67–88.
- [2] B. Wen, X. Zhou, Y. Hu, and X. Zhang, "Role stress and turnover intention of front-line hotel employees: the roles of burnout and service climate," *Frontiers in psychology*, vol. 11, p. 36, 2020.
- [3] P. Budhwar, A. Malik, M. T. De Silva, and P. Thevisuthan, "Artificial intelligence—challenges and opportunities for international hr: a review and research agenda," *The InTernaTional Journal of human resource managemenT*, vol. 33, no. 6, pp. 1065–1097, 2022.
- [4] L. Yanan, "Relationship between perceived threat of artificial intelligence and turnover intention in luxury hotels," *Heliyon*, vol. 9, no. 8, 2023.
- [5] İ. Yikilmaz, L. Sürücü, and İ. Güleriyüz, "Workload, life satisfaction and intention to leave in hotel businesses," *Journal of Tourism and Gastronomy Studies*, vol. 11, no. 2, pp. 1395–1415, 2023.
- [6] D. Metz, L. Ilies, and R. L. Nistor, "The impact of organizational culture on customer service effectiveness from a sustainability perspective," *Sustainability*, vol. 12, no. 15, p. 6240, 2020.
- [7] D. Zhu, P. B. Kim, S. Milne, and I.-J. Park, "How does the career commitment of hospitality employees change across career stages? a multilevel investigation into occupational self-efficacy and family support," *International Journal of Hospitality Management*, vol. 120, p. 103748, 2024.
- [8] J. Janib, R. M. Rasdi, and Z. Zaremohzzabieh, "The influence of career commitment and workload on academics' job satisfaction: The moderating role of a supportive environment," *International Journal of Learning, Teaching and Educational Research*, vol. 21, no. 1, pp. 1–17, Jan. 2022.
- [9] P.-C. Chang, H. Rui, and T.-Y. Wu, "Job autonomy and career commitment: A moderated mediation model of job crafting and sense of calling," *Sage Open*, vol. 11, no. 1, 2021.
- [10] A. N. Salau, "Perceived organisational support and employee performance: The moderating role of organisational culture," *IRE Journals*, vol. 6, no. 2, pp. 172–179, 2023.
- [11] I. Astuty and U. Udin, "The effect of perceived organizational support and transformational leadership on affective commitment and employee performance," *The Journal of Asian Finance, Economics and Business*, vol. 7, no. 10, pp. 401–411, 2020.
- [12] G. K. Dewi and B. Budiono, "Peran mediasi organizational commitment pada pengaruh job satisfaction terhadap turnover intention pada karyawan pt pancaputra mitratama mandiri," *Jurnal Ilmu Manajemen*, vol. 8, no. 4, pp. 1133–1145, 2020.
- [13] U. Murugesan, P. Subramanian, S. Srivastava, and A. Dwivedi, "A study of artificial intelligence impacts on human resource digitalization in industry 4.0," *Decision Analytics Journal*, vol. 7, p. 100249, 2023.
- [14] M. I. Sari and I. M. Indrawan, "The influence of work life balance and role conflict on employee performance with organizational commitment as an intervening variable at bpjs employment northern sumatra region," *International Journal of Economics, Management and Accounting (IJEMA)*, vol. 1, no. 4, pp. 261–272, 2023.

- [15] G. Buruck, A.-L. Pfarr, M. Penz, M. Wekenborg, N. Rothe, and A. Walther, "The influence of workload and work flexibility on work-life conflict and the role of emotional exhaustion," *Behavioral Sciences*, vol. 10, no. 11, p. 174, 2020.
- [16] C. N. Nguyen, G. Hoang, and T. T. Luu, "Frontline employees' turnover intentions in tourism and hospitality sectors: A systematic literature review and research agenda," *Tour Management Perspectives*, vol. 49, p. 101197, 2023.
- [17] S. Dunger, "Culture meets commitment: How organizational culture influences affective commitment," *International Journal of Organization Theory Behavior*, vol. 26, no. 1/2, pp. 41–60, 2023.
- [18] D. Lee, "Impact of organizational culture and capabilities on employee commitment to ethical behavior in the healthcare sector," *Service Business*, vol. 14, no. 1, pp. 47–72, Mar. 2020.
- [19] V. I. Gulo and M. Sihombing, "The influence of perceived organizational support and workload on employee productivity at perumda tirtauli pematang siantar city," *Journal of Humanities Social Sciences and Business (JHSSB)*, vol. 3, no. 2, pp. 356–369, Jan. 2024.
- [20] R. Andriani, Y. P. Kristiutami, S. Martina, and L. Hakim, "Implementation of service culture for hospitality industry," in *Proceedings of the 1st International Conference on Economics, Business, Entrepreneurship, and Finance (ICEBEF 2018)*. Paris, France: Atlantis Press, 2019.
- [21] O. D. Glavinska, I. M. Ovdienko, O. V. Brukhovetska, T. V. Chausova, and M. S. V. Didenko, "Professional self-realization as a factor in the psychological well-being of specialists of caring professions," *Journal of Intellectual Disability - Diagnosis and Treatment*, vol. 8, no. 3, pp. 548–559, Sep. 2020.
- [22] B. I. J. M. Van der Heijden, E. M. M. Davies, D. van der Linden, N. Bozionelos, and A. De Vos, "The relationship between career commitment and career success among university staff: The mediating role of employability," *European Management Review*, vol. 19, no. 4, pp. 564–580, Dec. 2022.
- [23] D. Zhu, P. B. Kim, S. Milne, and I.-J. Park, "How does the career commitment of hospitality employees change across career stages? a multilevel investigation into occupational self-efficacy and family support," *International Journal of Hospitality Management*, vol. 120, p. 103748, Jul. 2024.
- [24] N. Kock and P. Hadaya, "Minimum sample size estimation in pls-sem: The inverse square root and gamma-exponential methods," *Information Systems Journal*, vol. 28, no. 1, pp. 227–261, Jan. 2018.
- [25] J. F. Hair, G. T. M. Hult, C. M. Ringle, and M. Sarstedt, *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*, 2nd ed. Thousand Oaks, CA: Sage Publications Inc., 2017.
- [26] —, *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*, 3rd ed. Thousand Oaks, CA: Sage Publications Inc., 2022.
- [27] M. Li, A. Jameel, Z. Ma, H. Sun, A. Hussain, and S. Mubeen, "Prism of employee performance through the means of internal support: A study of perceived organizational support," *Psychology Research and Behavior Management*, vol. 15, pp. 965–976, Apr. 2022.
- [28] D. Hradecky, J. Kennell, W. Cai, and R. Davidson, "Organizational readiness to adopt artificial intelligence in the exhibition sector in western europe," *International Journal of Information Management*, vol. 65, p. 102497, Aug. 2022.
- [29] H. Ding, E. Yu, and Y. Li, "Linking perceived organizational support for strengths use to task performance," *Social Behavior and Personality: an international journal*, vol. 48, no. 3, pp. 1–10, Mar. 2020.
- [30] F. Zahidi, B. B. Kaluvilla, and T. Mulla, "Embracing the new era: Artificial intelligence and its multifaceted impact on the hospitality industry," *Journal of Open Innovation: Technology, Market, and Complexity*, vol. 10, no. 4, p. 100390, Dec. 2024.
- [31] I. S. Chaudhry, R. Y. Paquibut, and H. Chabchoub, "Factors influencing employees trust in ai & its adoption at work: Evidence from united arab emirates," in *2022 International Arab Conference on Information Technology (ACIT)*. IEEE, Nov. 2022, pp. 1–7.
- [32] B. Y. Kassa and E. K. Worku, "The impact of artificial intelligence on organizational performance: The mediating role of employee productivity," *Journal of Open Innovation: Technology, Market, and Complexity*, p. 100474, Jan. 2025.
- [33] T. Utomo and A. Mulyani, "Menguji peran motivasi kerja hubungan antara kompetensi dan disiplin kerja dengan kinerja pejabat pembuat komitmen di lingkungan pemerintah kabupaten wonogiri," *Aktual: Jurnal Akuntansi dan Keuangan*, vol. 8, no. 1, pp. 21–33, 2023.