

Determinants of Chatbot Adoption in Hospitality HR : A Comparative Study of Digital Readiness and Technostress in Indonesia

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Abstract

As the hospitality industry in Indonesia increasingly integrates AI-powered technologies to optimize operations, understanding employee acceptance becomes vital for workforce sustainability. This study investigates the determinants of chatbot adoption in hospitality Human Resources (HR), specifically focusing on internal performance management tasks. Utilizing the Stimulus-Organism-Response (S-O-R) framework and the Technology Acceptance Model (TAM), the research examines the impact of Digital Readiness and Technostress on Perceived Usefulness and Behavioral Intention to use chatbots. Data were collected through an online survey of 150 employees from 3-star to 5-star hotels in Jakarta and Bali who have experience using chatbots for performance-related tasks. The data were analyzed using Structural Equation Modeling Partial Least Squares (SEM-PLS) via SmartPLS 4. The results reveal that Digital Readiness significantly and positively influences both Perceived Usefulness ($\beta = 0.114$, $p < 0.05$) and Behavioral Intention ($\beta = 0.172$, $p < 0.001$). Conversely, while Technostress positively impacts Perceived Usefulness ($\beta = 0.644$, $p < 0.001$), it has a significant negative effect on Behavioral Intention ($\beta = -0.388$, $p < 0.001$). This highlights a critical duality: employees may recognize a tool's utility but resist adoption due to psychological strain. Furthermore, Perceived Usefulness remains the strongest predictor of intention ($\beta = 0.828$, $p < 0.001$). The findings suggest that hotel managers must balance technical upskilling with stress-mitigation strategies to ensure successful digital transformation.

Keywords: Chatbot Adoption, Hospitality HR, Digital Readiness, Technostress, Indonesia.

Introduction

Lecturers are professionals entrusted with the noble task of developing and disseminating knowledge through education, research, and community service. Consequently, the Law of the Republic of Indonesia No. 14/2005 underscores the importance

of lecturers possessing expertise in their respective fields. To this end, the government awards educator certificates (sertifikat AI-powered chatbots are reshaping how the hospitality industry operates, especially in service delivery. In Indonesia one of the world's top 10 travel destinations [16] many hotels and resorts have turned to chatbot technologies to better serve guests, optimize operations, and cut down on repetitive labor costs. A recent survey of five-star properties in Jakarta and Bali highlighted some impressive gains: cloud-based systems improved efficiency by 30%, while chatbot integration slashed staff workload by 70% [8].

This pivot toward digital tools couldn't come at a better time. As the tourism sector recovers from the COVID-19 crisis, old vulnerabilities like staff shortages and overstressed frontline workers have resurfaced [18]. In response, over 60% of hospitality businesses in key areas like Bali and Jakarta invested in AI solutions or digital upgrades to stay competitive, according to a 2022 report by the Indonesian Hotel and Restaurant Association (PHRI).

Table 1. AI Adoption in Numbers

Region	% Hotels Using Chatbots	Avg. Staff Workload Reduction	% Employees Reporting Technostress
Jakarta 5-Star Hotels	65%	68%	55%
Bali 5-Star Hotels	72%	72%	60%
National Average	50%	59%	48%

Source: Authors' compilation based on Lembaga KITA (2023) and Ministry of Tourism (2022)

This data paints a clear picture: luxury hotels in Jakarta and Bali are leading the way in chatbot adoption, outpacing the national average by a wide margin. With 72% of Bali hotels and 65% of Jakarta hotels using chatbots, staff workloads have dropped significantly more so than the 59% average nationwide. But there's a downside. Employees in these tech-heavy environments are also feeling more stress. In Bali, 60% of workers report technostress, while Jakarta sees 55%, both higher than the national average of 48%. So while the tools are delivering results, they may also be adding psychological pressure.

Chatbots sit at the crossroads of digital innovation and workforce sustainability. On the surface, they offer clear advantages faster service, higher guest satisfaction, and lower operating costs [7]. But the real value comes only when staff are on board. If employees struggle to adapt due to stress, unclear benefits, or lack of training the whole system can break down. It's not just about installing new tech; success hinges on how well people are prepared to use it. Even among hotels praised for customer service, chatbot integration isn't always smooth. A 2022 case study on Indonesia's "Customer Experience Champion" chains found that just over half (52%) of top-performing hotels implemented chatbots effectively [9]. And even then, 41% of guests reported issues like vague or confusing chatbot replies. That gap between tech capability and real-world usability points to a deeper problem: employee confidence and support may still be lacking.

Around the world, technostress a term for the mental strain of adapting to digital tools is proving to be a serious barrier to tech adoption. In Indonesia's fintech industry, for example, 45% of frontline employees who felt overwhelmed by technology were less likely to embrace mobile finance apps [12]. It's likely that hospitality staff face similar hurdles, though local research on this group remains limited. The high chatbot usage in premier hotels, paired with increased stress levels, signals that more support is needed for the people behind the tech.

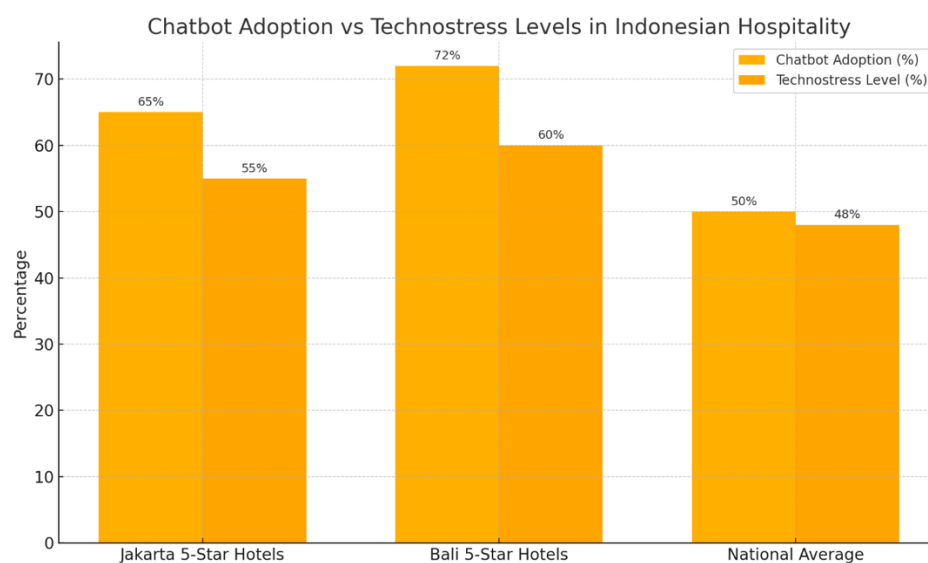


Figure 1. Chat Adoption vs Technostress in Indonesian Hospitality

Source: Authors' compilation based on Lembaga KITA (2023) and Ministry of Tourism (2022)

As illustrated above, while chatbot adoption is relatively high in top-tier hotels, it is accompanied by elevated technostress levels. These parallel trends highlight the double-edged nature of digital transformation in service industries. To better understand how hotel employees interact with AI chatbots, this study introduces a framework built on four key ideas. First, there's digital readiness not just having the tools, but also the personal traits (like optimism or tech anxiety) and the institutional support to back them up [10,5]. Then comes technostress, which includes the emotional and physical toll of staying current with fast-evolving technologies [17]. The third piece is perceived usefulness how much an employee believes the chatbot will actually help them do their job better [3]. Finally, we look at behavioral intention, or the employee's willingness to use chatbots in daily tasks like tracking performance, communication, and planning. These concepts are connected. Employees who feel digitally ready are more likely to see the chatbot as useful and be motivated to use it [5,19]. On the flip side, if technostress is high, even the best tools may seem more like a burden than a benefit. This chain reaction starting from readiness and ending at real-world adoption is at the heart of the model.

While chatbot tech is rapidly gaining ground in hospitality, most studies still focus on how customers use it think booking rooms or checking in at the front desk (Lee et al., 2022). Much less is known about how employees interact with these systems, especially in Indonesian hotels. There's a noticeable gap in research on internal chatbot use for things like managing staff performance or streamlining internal workflows. This research adds something new to the conversation. First, it narrows in on a local context how Indonesian hotel workers use chatbots behind the scenes, not just in guest-facing roles. It also blends external factors like infrastructure and training with internal ones like mental strain and tech attitudes, offering a more complete picture of what drives or blocks adoption. By spotlighting perceived usefulness as a bridge between readiness and behavior, the study helps explain why some tools stick while others flop. From a practical angle, the insights here can guide hotel HR and IT teams. Whether it's through better training, stress-reduction strategies, or more intuitive system designs, the goal is clear: help employees feel equipped not overwhelmed by the digital tools at their fingertips.

2. Literature Review

2.1 Digital Readiness and Technostress

Digital readiness refers to the preparedness of individuals or organizations to adopt and utilize digital technologies effectively. It encompasses personal attributes such as digital literacy, adaptability, and optimism toward technology, as well as organizational factors like infrastructure, policy, and digital leadership [4]. A digitally ready workforce is more likely to adopt emerging technologies with confidence and competence, minimizing resistance and facilitating smoother integration into work processes.

2.2 Technostress, on the other hand, is defined as the stress experienced by individuals due to their inability to cope with the demands of technology usage [2]. It arises from factors such as techno-overload (too many digital tasks), techno-insecurity (fear of job loss due to automation), and techno-uncertainty (constant changes in systems or platforms). In service-oriented sectors like hospitality, where technology is rapidly evolving, employees experiencing technostress may face burnout, anxiety, and reduced performance.

H1. The Impact of Digital Readiness on Perceived Usefulness

H2. The Impact of Technostress on Perceived Usefulness

2.2 Perceived usefulness

Perceived usefulness is a key construct in the Technology Acceptance Model (TAM) and refers to an individual's belief that using a specific technology will enhance their job performance [19]. In recent studies, digital readiness has been shown to significantly and positively influence perceived usefulness. For instance, Wang and Lin (2021) found that employees with high levels of digital readiness reported higher perceived usefulness of digital tools in managing work performance, as they felt more confident and capable of leveraging technological features. Conversely, technostress negatively affects perceived usefulness. When employees feel overwhelmed or anxious due to technology, their perception of its utility diminishes. A study by Irawan et al. (2022) revealed that technostress significantly lowers employees' perceived usefulness of enterprise platforms, as stress hampers cognitive evaluation and limits learning. Thus, while digital readiness enhances

the perceived value of technology, technostress impairs it, creating a duality that organizations must carefully manage.

H3, The Impact of Digital Readiness on Behavioral Intention to Use Chatbots in Performance Management

H4. The Impact of Technostress on Behavioral Intention to Use Chatbots in Performance Management

2.3 Behavioral intention

Behavioral intention refers to the degree to which an individual plans or intends to use a particular technology. Several recent studies affirm that digital readiness positively predicts behavioral intention. Employees who are digitally prepared are more likely to engage with tools such as AI chatbots, especially when they perceive those tools as aligned with their performance goals. In the context of hospitality, Putri and Nugroho (2021) found that hotel employees with high digital readiness were more inclined to use AI systems for performance tracking and guest interaction. On the contrary, technostress has been consistently shown to reduce behavioral intention. A study by Rasyid et al. (2023) in Indonesian service firms indicated that technostress, particularly techno-anxiety and techno-complexity, had a strong negative association with employees' willingness to adopt AI-powered service platforms. This is particularly relevant in performance management contexts, where stress can erode motivation and lower perceived self-efficacy.

H5. The Impact of Perceived Usefulness on Behavioral Intention

Perceived usefulness remains one of the strongest predictors of behavioral intention in technology acceptance research. Employees are more likely to adopt a tool when they believe it contributes directly to their efficiency, productivity, or goal attainment. Recent empirical studies support this connection. For example, Ahmad and Ramli (2022) found that perceived usefulness had a significant positive impact on employees' intention to use performance support tools, including AI-based recommendations. In hospitality settings, this relationship is critical—if employees view chatbots as enhancing their planning, communication, and evaluation tasks, their intention to use them will increase.

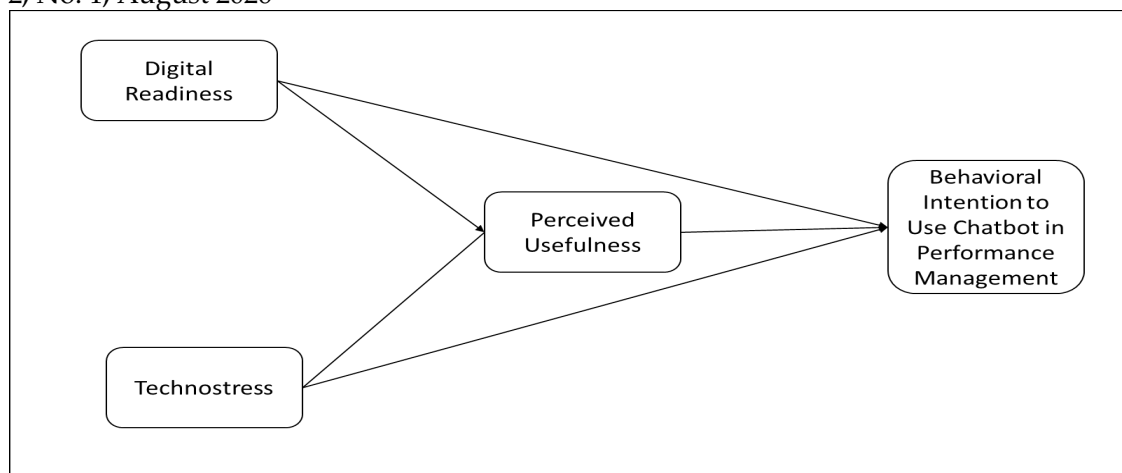


Figure 1. Research Framework.

Research Methods

3.1 Research Design

This study applies a quantitative, explanatory research design aimed at examining the impact of digital readiness and technostress on perceived usefulness and behavioral intention to use chatbots in performance management among hotel employees in Indonesia. The research employs a cross-sectional survey and uses Structural Equation Modeling – Partial Least Squares (SEM-PLS) with SmartPLS 4 for data analysis, allowing simultaneous testing of measurement and structural models.

3.2 Variable Operationalization and Indicators

All indicators used in this study are adapted from previously validated instruments in the literature to ensure content validity and alignment with established theoretical frameworks. Each construct is measured using five indicators on a 5-point Likert scale, where 1 represents "strongly disagree" and 5 represents "strongly agree." The digital readiness construct is adapted from the works of Parasuraman (2000) and Wang and Lin (2021), capturing both individual and organizational dimensions of preparedness to adopt digital technologies. The technostress construct is derived from the instrument developed by Tarafdar et al. (2011) and further contextualized by Rasyid et al. (2023), focusing on psychological strains such as techno-overload and techno-insecurity. The measurement of perceived usefulness follows the original conceptualization by Davis (1989) within the Technology Acceptance Model (TAM), and is adapted with reference to Ahmad and Ramli

(2022) to reflect the performance-enhancing perceptions of chatbot use in a work setting. Lastly, the construct of behavioral intention is based on Venkatesh and Davis (2000) and adapted to the hospitality context as outlined by Putri and Nugroho (2021), reflecting the intention of employees to adopt and consistently use chatbots in their performance management activities.

3.3 Data Collection and Analysis

Data for this study will be collected through an online questionnaire distributed to employees working in 3-star to 5-star hotels located in Jakarta and Bali. These hotels have been selected based on their implementation of AI-enabled chatbot systems. To ensure the relevance of responses, a purposive sampling technique is employed, targeting only those employees who have prior experience using chatbots specifically for performance-related tasks such as planning, monitoring, and evaluation. The minimum sample size targeted is 150 respondents, which is aligned with the sample size recommendation for Partial Least Squares Structural Equation Modeling (PLS-SEM), as suggested by Hair et al. (2021).

The collected data will be analyzed using SmartPLS 4, which enables simultaneous examination of both the measurement model (outer model) and the structural model (inner model). The outer model will be evaluated to determine the validity and reliability of the measurement instruments. Convergent validity will be assessed by examining the loading factors of each indicator, with values of 0.70 or higher considered acceptable. The Average Variance Extracted (AVE) for each construct should exceed 0.50, indicating that the construct explains more than half of the variance of its indicators. Reliability will be confirmed through Composite Reliability (CR) and Cronbach's Alpha (CA), with both values expected to be at least 0.70 to indicate internal consistency.

Results and Discussion

To provide context for the subsequent analysis, it is essential to first understand the characteristics of the study participants. The respondent profiles presented in Table 1 offer

a detailed overview of the demographic and professional backgrounds of the hotel employees who took part in the survey.

Table 2. Respondent Profiles

Profile Category	Sub-category	Frequency (n = 150)	Percentage (%)
Gender	Male	78	52.00%
	Female	72	48.00%
Age	20–29 years	54	36.00%
	30–39 years	62	41.30%
	40–49 years	28	18.70%
	≥50 years	6	4.00%
Education Level	High School	22	14.70%
	Diploma	31	20.70%
	Bachelor's Degree	83	55.30%
	Master's Degree or above	14	9.30%
Hotel Classification	3-Star	39	26.00%
	4-Star	47	31.30%
	5-Star	64	42.70%
Job Function	Front Office	46	30.70%
	Housekeeping	14	9.30%
	Food & Beverage	36	24.00%
	Sales & Marketing	20	13.30%
	HR / Performance Management Related	34	22.70%

A total of 150 hotel employees participated in this study, with a relatively balanced gender distribution—52% male and 48% female. Most respondents were in the productive age range of 30–39 years (41.3%), followed by the 20–29 age group (36%). The majority of participants held a bachelor's degree (55.3%), suggesting a workforce with a relatively high level of formal education.

In terms of hotel classification, the sample was well-distributed across 3-star, 4-star, and 5-star hotels, with the highest representation from 5-star hotels (42.7%), reflecting the growing trend of digital tool adoption in higher-tier establishments. Job functions were varied, though front office (30.7%) and food & beverage (24%) formed the largest groups. Notably, 22.7% of respondents were from HR or performance management-related roles, indicating that a substantial proportion of participants had direct engagement with performance monitoring tasks, aligning well with the study's focus on chatbot usage in performance management contexts.

Table 3. Validity and Reliability Test

Measurement Criteria	Behavioral Intention	Digital Readiness	Perceived Usefulness	Technostress
Cronbach's Alpha	0.924	0.81	0.795	0.755
rho_A	0.933	0.826	0.794	0.801
Composite Reliability (rho_C)	0.943	0.874	0.858	0.827
Average Variance Extracted	0.768	0.593	0.548	0.594

This table shows that Behavioral Intention has the strongest reliability and convergent validity across all metrics, followed closely by Digital Readiness and Technostress. All constructs meet or exceed recommended thresholds for internal consistency and validity (Hair et al., 2021), affirming their robustness for structural model evaluation.

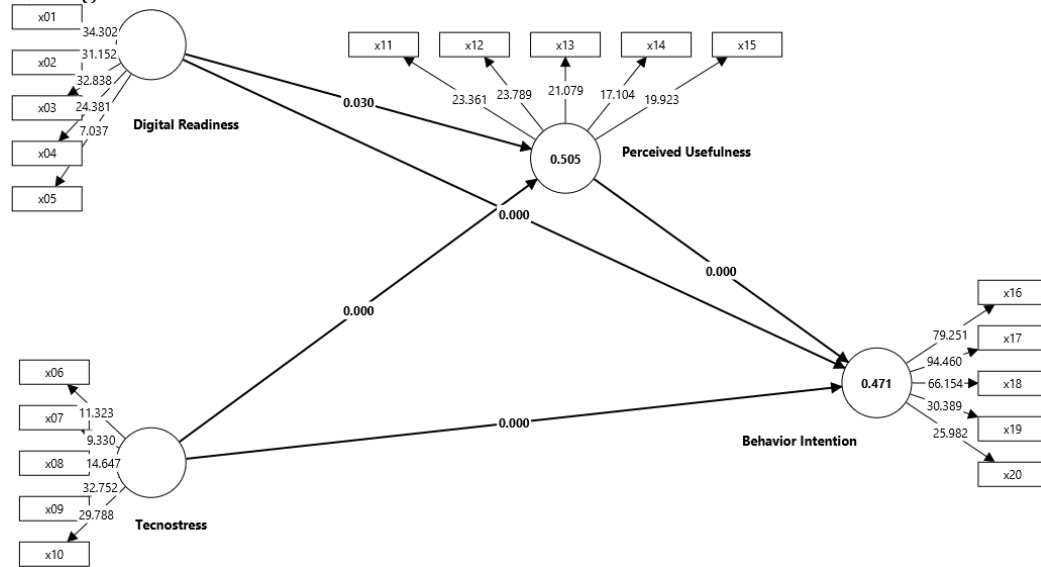


Figure 2. Hypotheses Testing

To visually illustrate the relationships between variables in the proposed model, Figure 1 presents the results of the hypothesis testing, including path coefficients and significance levels. To complement this, Table 3 provides a detailed summary of the statistical values for each hypothesis, offering a clearer interpretation of the model's predictive power.

Table 3. Hypotheses Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Digital Readiness - > Behavior Intention	0.172	0.172	0.048	3.613	0.000
Digital Readiness - > Perceived Usefulness	0.114	0.118	0.053	2.168	0.030
Perceived Usefulness -> Behavior Intention	0.828	0.831	0.050	16.664	0.000
Tecnostress -> Behavior Intention	-0.388	-0.391	0.069	5.656	0.000
Tecnostress -> Perceived Usefulness	0.644	0.645	0.048	13.303	0.000

Source: Data processing (2026)

Path Analysis Interpretation and Justification

The structural model reveals several significant relationships among digital readiness, perceived usefulness, technostress, and behavioral intention to use digital technologies. Notably:

1. Digital Readiness $\rightarrow$ Behavioral Intention ($\beta = 0.172, p < 0.001$)

This positive and significant path indicates that individuals who perceive themselves as digitally prepared are more likely to express an intention to adopt digital tools. Digital readiness likely enhances users' confidence and lowers barriers to engagement, thus fostering a favorable behavioral response.

2. Digital Readiness $\rightarrow$ Perceived Usefulness ($\beta = 0.114, p < 0.05$)

Digital readiness also positively influences perceived usefulness, albeit modestly. This suggests that individuals with higher levels of digital competence are more inclined to recognize the practical value of digital technologies in their tasks.

3. Perceived Usefulness $\rightarrow$ Behavioral Intention ($\beta = 0.828, p < 0.001$)

This path shows a very strong positive relationship, confirming prior technology acceptance literature (e.g., TAM), where perceived usefulness is a key determinant of the intention to use a system.

4. Technostress $\rightarrow$ Behavioral Intention ($\beta = -0.388, p < 0.001$)

The negative and significant coefficient indicates that higher levels of technostress are associated with a lower intention to use digital technologies. This inverse relationship can be understood through the lens of psychological burden. Technostress, characterized by anxiety, fatigue, and cognitive overload induced by digital technologies, creates a negative user experience. When individuals feel overwhelmed or emotionally taxed by technology—due to constant connectivity, usability challenges, or information overload—they are less inclined to voluntarily engage with it. While the technology may still be deemed useful (as reflected in a separate positive path), the emotional cost associated with technostress undermines users' motivation and intention to continue its use.

5. Technostress $\rightarrow$ Perceived Usefulness ($\beta = 0.644, p < 0.001$)

Interestingly, despite its negative effect on behavioral intention, technostress positively influences perceived usefulness. This may indicate that users recognize the value of the technology, often as essential or unavoidable—but this recognition does not translate into positive behavioral intention due to the accompanying stress and pressure. This duality reinforces the idea that perceived usefulness alone is not sufficient to drive intention when the user experience is compromised by negative affective states.

The findings from the structural model analysis offer critical insights for managers particularly in the hospitality and service sectors who are striving to enhance employee adoption of AI-enabled digital technologies such as chatbots in performance management. First, the strong and positive influence of digital readiness on behavioral intention ($\beta = 0.172, p < 0.001$) underscores the need for targeted digital upskilling. Employees who feel digitally competent are significantly more likely to adopt and engage with emerging technologies. This suggests that investment in digital literacy training, onboarding programs for new tools, and continual skill development is not just a matter of technical enablement, but a strategic lever for improving technology adoption. Managers should incorporate digital readiness assessment into HR development plans, ensuring employees are supported both technically and psychologically as new systems are rolled out. Second, digital readiness also enhances perceived usefulness ($\beta = 0.114, p < 0.05$), indicating that employees with greater digital maturity are more capable of appreciating how technologies like chatbots can support task efficiency and performance tracking. Managers should therefore not only train staff on how to operate tools, but also communicate clearly the practical value and use-cases of such tools especially how they align with key performance indicators and simplify work routines. Third, the exceptionally strong relationship between perceived usefulness and behavioral intention ($\beta = 0.828, p < 0.001$) confirms a longstanding insight from technology acceptance literature: users adopt tools they perceive as genuinely helpful. This emphasizes the importance of designing chatbot interfaces and workflows that are intuitive, efficient, and task-relevant. Involving employees in the design or feedback loop can help ensure that

systems are aligned with their daily needs, which in turn reinforces their intention to use the tools consistently.

However, the model also reveals a major psychological barrier in the form of technostress. The negative relationship between technostress and behavioral intention ($\beta = -0.388, p < 0.001$) demonstrates that stress induced by digital technologies can significantly suppress willingness to use them, even when the tools are deemed useful. This highlights the need for stress mitigation strategies such as digital detox programs, stress-aware user experience design, and supportive leadership that acknowledges and manages technology fatigue. Managers must also ensure that system updates or changes are rolled out with sufficient transition time and user support, reducing anxiety and cognitive overload. Interestingly, technostress also shows a strong positive effect on perceived usefulness ($\beta = 0.644, p < 0.001$), indicating that even stressed users may recognize the objective utility of a system. This duality suggests a crucial insight: perceived usefulness is necessary but not sufficient. Managers cannot rely solely on promoting benefits; they must actively address the emotional and psychological costs associated with digital transformation. This includes offering emotional support systems, providing flexibility in digital tool usage, and encouraging feedback mechanisms that validate employees' struggles with technological demands.

Conclusion

In conclusion, to drive effective chatbot adoption in performance management, managers must take a balanced approach: enhance digital readiness and communicate clear usefulness, while simultaneously minimizing technostress. This integrated strategy can lead to more sustainable and employee-centered digital transformation. While this study provides valuable insights into the factors influencing employee adoption of chatbots in performance management, several limitations must be acknowledged. First, the research relies on cross-sectional data, which limits the ability to infer causality among the variables. Longitudinal studies would be more effective in capturing how digital readiness, technostress, and perceived usefulness evolve over time and influence behavioral intention. Second, the sample is restricted to employees in 3-star to 5-star hotels in Jakarta and Bali,

which may limit the generalizability of the findings to other regions or hospitality settings, such as budget hotels or rural tourism enterprises. Third, all data were self-reported, which raises potential concerns related to common method bias and social desirability effects. Despite statistical remedies employed during analysis, future research should consider incorporating objective usage metrics or multi-source data. Lastly, the study focuses exclusively on chatbot usage for internal performance management, without exploring guest-facing or cross-functional uses, which may provide a broader understanding of chatbot adoption dynamics in the hospitality industry.

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