

# **The Role of AI in Minimizing Customer Failure: Stress, Burnout, and their influence on Employee Well-being and Job Satisfaction in the Hospitality Sector**



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Islamabad, Pakistan

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A thesis submitted to the National University of Sciences and Technology, Islamabad,

in partial fulfilment of the requirements for the degree of

Master of Science in

Human Resource Management

Supervisor: Dr. Fatima Saman Qaisar

NUST Business School

National University of Sciences & Technology (NUST)

Islamabad, Pakistan.

(2024)

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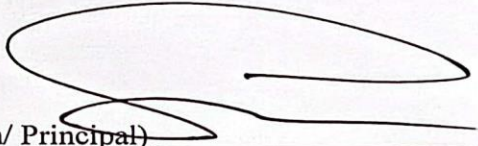
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Date: 08/08/24 \_\_\_\_\_

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This is to certify that the research work presented in this thesis, titled “**The Role of AI in Minimizing Customer Failure: Stress, Burnout, and their influence on Employee Well-being and Job Satisfaction in the Hospitality Sector**” was conducted by Mr. Muhammad Hamza Zeb Khan Jadoon under the supervision of Dr. Fatima Saman Qaisar. No part of this thesis has been submitted anywhere else for any other degree. This thesis is submitted to the **Department of Management & HR, NUST Business School, National University of Sciences & Technology, Islamabad, Pakistan** in partial fulfillment of the requirements for the degree of **Master of Human Resources & Management**, Department of Management & HR, NUST Business School, National University of Sciences & Technology, Islamabad, Pakistan.

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## **DEDICATION**

Dedicated to my lovely parents, professors, mentors, family members and friends who always displayed a gesture of kindness and love towards me!

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### **ABSTRACT**

In the hospitality sector employees confront demanding customers and difficult situations so stress and burnout is a common issue in the workplace that affects the well-being of front-line employees in the hospitality sector. There is a need for identifying such customer behaviours that create stress among frontline employees and affect their mental health. In hospitality sector the rude behaviour of customers is a reason of employee stress and dis-satisfaction. Customer failure is one of the main reasons that employees at front-line in the hospitality sector are facing stress and burnout conditions. The purpose of this study is to explore customer failure, its types, and its effect on front-line employees and how Artificial Intelligence can play its role in minimizing this customer failure, in turn decreasing stress level of front-line employees which is the reason of employee burnout conditions. By using the abductive approach with non-probability sampling technique the findings of this study are based on qualitative data collected from 35 face-to-face interviews with front-line employees in the hospitality sector of Pakistan. The study explores how customer failure is contributing to the stress level and burnout conditions of employees in the hospitality sector. The outcomes of the study reveal the importance of Artificial Intelligence as a tool that can reduce the effects of customer failure and can help front-line employees to manage stressful situations. Fewer studies are conducted about the stress and burnout conditions of front-line employees in the hospitality sector; moreover the integration of Artificial Intelligence in managing employee stress and burnout conditions is the uniqueness of this study. Through the academic contribution and findings of this study the policymakers and practitioners will get help to develop policies to ensure the well-being and job satisfaction of the employees in the hospitality sector. This study provides valuable implications for the hospitality industry, which can help develop strategies to improve employee well-being and satisfaction with the job.

### **Keywords -**

**Human Resources, Artificial Intelligence, Employee Stress, Burnout, Customer Failure, Well-being, Job Satisfaction.**

## CHAPTER 1: INTRODUCTION

### 1.1 Introduction and Background of Research

As the hospitality sector is developing day by day and is a more customer-focused sector, there is a need to consider the well-being and job satisfaction of frontline employees-which is often times ignored. Hence there is a need to explore how well-being of the employees is affected and how the employees are satisfied with their job. The well-being of service personnel is an important issue to businesses as they play an important role and act as an interface between customers and the organization. Different interactions and events during the job contribute to an individual's level of well-being. Garma, R., & Bove, L. L. (2011). Through the findings and academic contributions of the study, organizations will get solutions and instructions to solve issues they are facing regarding Employee well-being and job satisfaction. Ejaz, T., et., al., (2022). The findings of this study will be based on data collected by face-to-face interviews with employees in the Hospitality sector of Pakistan, and these findings will help the policymakers and practitioners to help develop the policies to ensure the well-being and job satisfaction of employees in the hospitality sector of Pakistan

### 1.2 Problem Statement

In haste to meet the requirements of the customer-first strategy in the hospitality sector, employee well-being and job satisfaction are ignored while meeting the demands of customers. As the front-line employees have to face stressful conditions so the well-being of service personnel is an important issue to businesses as they play an important role and act as an interface between customers and the organization. Therefore, there is a need to identify such customer behaviours that stresses frontline employees to affect their mental health.

In Pakistan, in most of the customer service industries the long working hours and random shift of duty timings are the reason of dis-satisfaction and stress which could lead to burnout. According to the Austrian Occupational Health and Safety Act Jan 2013, employers are legally beholden to assess mental strain at work and to protect employees' mental health (Ministry for Social Affairs, (2013); Ninaus, K., et., al., (2015)). Long working hours have been found to be the greatest obstacle for employees in Hong Kong in achieving work-life balance. Ninaus, K., et., al., (2015). Customer failure is one of the main reasons that employees at front-line in the hospitality sector are facing stress and burnout conditions. Job burnout is considered as a reason of turnover intention and job dis-satisfaction as mentioned by Faiz, S., et., al., that the Job burnout serves as one of the most imperative predictors of turnover intention and job dis-satisfaction. Faiz, S., Et., al., (2022).

### 1.3 Research Objectives

1. To explore and understand how stress and burnout among frontline employees in the hospitality sector are influenced by customer-related challenges, with a specific focus on employee well-being and job satisfaction.
2. To provide practical insights about hospitality industry on effectively managing and minimizing stress and burnout resulting from customer failure at front-line.
3. To contribute qualitative insights about how AI can play its part as a tool to minimize the customer failure behaviors and their impact on employee well-being and job satisfaction in the hospitality sector.



#### 1.4 Research Questions

1. How the well-being and job satisfaction of front-line employees is influenced by stress and burnout conditions while confronting customer failure challenges?
2. A. What are the various types of customer failures encountered by frontline employees?  
  
B. and how does these failures can be minimized which contribute to stress and burnout among hospitality sector employees?
3. How AI can work as a tool to mitigate customer failures and in turn improve the well-being of frontline employees, while considering Human-Machine interaction in the hospitality sector?

#### 1.5 Research Gap

Researchers and practitioners around the world have shown greater interest in studying employee well-being and job satisfaction of employees in different sectors. This study is more focused on exploring the well-being and job satisfaction of employees specifically in the hospitality industry context, by exploring the factors associated that are hurdles to the well-being and job satisfaction of employees. Hospitality is at a crossroads, there is economic potential in this sector but it is a challenge for hospitality management to deal with the rising employee burnout. Ali, A., Hamid et., al., (2022). To protect the workforce from the condition of burnout, it is important to explore how employees can achieve well-being and job satisfaction in this sector. It is important to explore how Employee Well-being and Job Satisfaction are helpful for the growth of organizations as well. Ejaz, T., et., al., (2022). Therefore, there is a need to explore such factors which play a role in the provision of employee well-being and job satisfaction so that the results of the study could help the practitioners to care for employee well-being and job satisfaction to achieve organizational success. A well-established research area is service failure and recovery. Customer failure is a relatively underexplored variable in research, customer failures have an effect on the well-being of the frontline service employees which has not been investigated. Customer failure is a relatively underexplored variable in research, customer failures have an effect on the well-being of the frontline service employees which has not been investigated. Recent work in hospitality and tourism has focused on the influence of customer failure on customer experience, but the influence of customer failure on frontline service employees is yet to be investigated. Robertson, N., et., al., (2023). Job burnout is considered as a reason of turnover intention and job satisfaction. Job burnout serves as one of the most imperative predictors of turnover intention and job satisfaction. Faiz, S., Et., al., (2022). Job burnout is serious issue and is centre of attention to call for research by managers and researchers. Salama, Wagih, et al. (2022).

#### 1.6 Significance and Scope of the Study

The study has explored the factors related to the job satisfaction of employees and how employee well-being can be addressed. The exploratory study in the hospitality sector of

Pakistan has contributed to the literature in terms of new motives and explanations about employee well-being and job satisfaction. The finding of this study is useful for the forthcoming research as the same finding can be used to extend the scope of the study in terms of different cultures, contexts, and sectors. The research will provide practical implications for the hospitality sector of the country and will help the human resource department of the companies to consider employees' well-being and job satisfaction as a centre of priority.

## CHAPTER 2: LITERATURE REVIEW

### Literature Review

Previously researchers have conducted research about Well-being and Job satisfaction of employees in different context. In context Pakistan, such studies are needed in hospitality sector. The researches and the managers have shown the need to study the job stress and burnout in hospitality sector so that the well-being and job satisfaction of employees can be maintained. A study by Cannas, et., al., on Job satisfaction and Well-being is conducted in a European context. Cannas, et., al., 2019. A recent study on the well-being and job satisfaction of employees in Poland stated that the results are mostly nation-dependent, which underlines the importance of conducting cross-cultural or cross-national research. Rakowska, A., et. al. (2020). A recent study on Job Satisfaction of employees suggested that the relationships were found to be present within the general South African workforce, and future studies may focus on different industries or populations. Du Plessis, et., al., (2021)

#### 2.1 Employee Well-being

“Well-being is the experience of health, happiness, and prosperity. It includes having good mental health, and high life satisfaction.” Davis, T. (2019). In recent years, the concept of employee well-being has captured important attention at the global level (Chen & Chen, 2021; Hayat, A., & Afshari, L. (2022)). Good health and well-being constitute United Nations Sustainable Development Goal no 3 (UN, 2021; Hayat, A., & Afshari, L. 2022). Despite the prevalence of issues undermining workers’ well-being, such as mental health in the hospitality sector or, more generally, in the service industry, employee well-being is an under-researched area in the sector (Finsterwalder, 2021; Kotera et., al., 2021; Hayat, A., & Afshari, L. 2022). There is a need for management efforts for enhancing employee well-being to focus not just on the individual, but also on the work unit as a whole, and to consider both job satisfaction and emotional exhaustion simultaneously. Benitez, M., & Medina, F. J. (2022). To protect the workforce from burnout and stress there is a need to explore the reasons of employee burnout and affected well-being, and what employers can do to improve well-being and job satisfaction. “Job satisfaction is the level of happiness employees feel with their job that includes satisfaction with teams, managers and working environment.” BasuMallick, C. (2020). There is less understanding of how employee well-being is conceptualized and operationalized in service industries. Ponting, S. S. A. (2020). Hospitality employees’ well-being is crucial for organizational success as well. Ponting, S. S. A. (2020).

#### 2.2 Job Satisfaction

Job satisfaction is a person’s overall evaluation of his or her job as favorable or unfavorable. Meier, L. L., & Spector, P. E. (2015). Job satisfaction is important in the tourism sector since workers’ satisfaction is key to providing high-quality service, which is very important in determining organizational success. The working conditions that influence job satisfaction depend upon the institutional context. Job satisfaction is the result of different factors, among which working conditions play an important role. Diaz-Carrion, R., et. al. (2020). The low levels of job satisfaction among hospitality employees reduce the desire to excel at both personal and business unit performance and possibly cause the delivery of poor-quality customer service. Job satisfaction has received considerable investigation as researchers have sought to uncover the attitudes and behaviours of employees. Job satisfaction is important, as it is associated with many significant organizational variables. The importance of exploring job satisfaction is due to the outcomes it generates, i.e. for example, satisfaction creates confidence and loyalty in employees. R. McPhail, et. al. (2015).

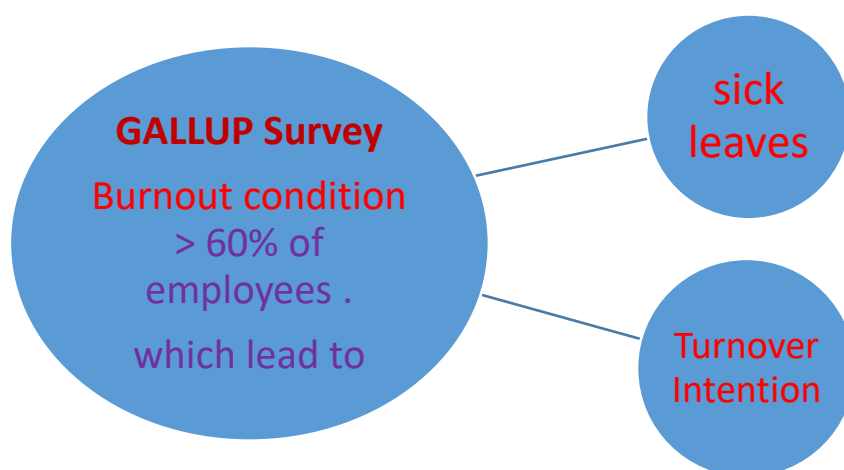
### 2.3 Burnout and Job Stress

Over the past few years, research interest in studying the burnout has increased as have begun to understand the significant negative impact it has on the employees. Salama, Wagih, et al. (2022). World Health Organization defines burnout as a syndrome that is caused by unmanaged stress at the workplace. World Health Organization. (2019). In the hospitality sector employees have to deal with difficult situations, i.e: Long working hours, Holidays at work, Aggressive Customers and Duty Shifts so due to such challenges, Burnout is a common issue in the workplace that affects employee well-being and job satisfaction. According to Gallup Survey more than 60% of the employees are in burnout conditions which lead towards turnover intention and sick leaves. The number is highly alarming and indicates that employee burnout is a critical trial for organizational management. Ali, Anis et., al., (2020).

Job burnout is type of mental fatigue accompanied by mental stress related to the job and work atmosphere. Salama, Wagih, et al. (2022). Burnout is a common phenomenon in hospitality sector as the employees in the hospitality sector have to directly deal with the guest or customers. In their recent study Salama, Wagih, et al. has stated that the Burnout is a type of stress response that is observed in people who directly contact with others, whether they are students, clients or guests. They have also linked it to long working hours as stated that burnout arises when an individual have to accomplish a lot of tasks in short span of time due to unrealistic deadlines, a lot of projects to be accomplished at a time and a lot of meetings. Salama, Wagih, et al. (2022).

Job stress is considered as the phenomenal workplace health issue for employees in whole world. Causes of Job stress could be Internal or external. The internal causes may be the individual's mind-set and the approach which emerge within the person and bring stress. And the external causes may include the factors such as control at work, working hours, job insecurity, managerial style, overload and under load. Psychosocial issues caused by job stress could be job insecurity, labour intensification, and imbalance in work and personal life. Salama, Wagih, et al. (2022). Job Stress in literature has been explored almost more than any other issue. The workforce being a valuable resource can obstruct an organization's operations if the job stress exists there. Therefore, Human Resource professionals and practitioners have long been trying to reduce job stress.

**Figure: 1 Gallup Survey; Ali, Anis et., al., (2020).**



## 2.4 Customer Failure

Customer failures is a service failure caused by customers because of their misuse or misunderstanding of how to integrate their resources with those of the service organization (Laud et al., 2019; Vafeas et al., 2016; Robertson, N., et., al.,2023. ). “Any unintentional action by the customer that has a negative impact on customers, service employees, or the company's productivity”. Robertson, N., et., al.,(2023). Robertson has called for research as customer failure has not been investigated while studying the well-being of frontline service employees. Robertson, N., et., al.,(2023). Nichola, et al. mentioned that there is a need to understand specific types of customer failures that are a threat to the well-being of service sector employees. Nichola, et al. (2023). Customer behaviours evoke emotional exhaustion and burnout in frontline employees threatening job satisfaction and well-being. Bi, Yahua, et al. (2021). Therefore, there is a need to identify such customer behaviours that create stress among the frontline employees and affect their mental health. Bi, Yahua, et al. (2021). Limited academic research has been done on customer failure; the initial theoretical work is focused on the costs associated with customer failure. Neglecting the impact of customer failure on service employees is troubling because customer failure negatively impact service employee well-being. Furthermore, the belief that “the customer is always right” may lead hospitality organizations to ignore the damage of customer failures on hospitality employees. Robertson, N., et., al.,(2023). A study by Le, T. N. has identified two social characteristics that impact customer failure i.e. social anxiety and the need for human interaction. The study has encouraged future research to start by manipulating customer failure appraisals by using different conditions like failure settings and failure types. Overall, the study has proposed that social characteristics have an impact on customer failure. Le, T. N. (2020).

## 2.5 Artificial Intelligence

As define by Merriam Webster Dictionary the AI – Artificial Intelligence is the capability of computer systems or algorithms to imitate intelligent human behavior. Merriam Webster (2024). In current era of AI, most of the tasks are handed over to the computer system as per their capability to imitate such intelligent human behaviors which are useful and helpful to human beings, such invention is less costly, time saving and providing a relief to mankind in terms of physical and emotional efforts of employees. Al-Hyari et., al., argued that the AI plays a role in customer satisfaction as well in luxury hotels, however they said that it is important to balance the use of AI with human interaction. Al-Hyari et., al., (2023). As experts have suggested that AI can be good and bad. Nushrat Rahman, ( 2024). So maintaining a balance is important as AI cannot completely replace Human Beings but the role of Human Being is important and crucial for the success of a system, AI can be taken as a support to Human Being in different repetitive tasks such as check-in/check-out in hotels. Al-Hyari et., al., (2023). This in turn will minimize chances of customer failure and enhance employee well-being.

## 2.6 The 8-steps guide to the Abductive Thematic Analysis

Following the Abductive Research Methodology an 8-steps to Abductive Thematic Analysis by (2022) is used as follows:

### 2.6.1 Step (1) Transcription and Familiarisation

Audio recordings and hand notes are interpreted in full during the information assortment period of the examination. The advantage of directing equal information assortment and record is that it might become obvious where focuses require further detail, and I adjust their assortment strategies to look for explanation (Guest et al.2012. The record and resulting

investigation are frequently directed with programming devices, the initial transcriptions were done on MS Word and I used NVivo but I only generated codes and the codebooks by using this NVivo software.

#### 2.6.2 Step (2) Coding

A code is defined as “a word or short phrase that symbolically assigns a summative, salient, essence-capturing, and evocative attribute for a portion of language-based or visual data” (Saldana, 2015, pp. 3-4). However I have done coding in simple without colouring the transcribed data and it is done by using NVivo Software. And a codebook is generated which is explained in the next step.

#### 2.6.3 Step (3) Codebook

Firstly, the process requires to produce a label for each code, which should be short, concise, and remain close to the raw data to avoid too much of a conceptual leap (Boyatzis, 1998; Guest et al., 2012). The codebook is generated in last round of coding to take a glimpse at each featured (coded) expression and check whether it is a decent portrayal of the code utilizing the "when to utilize" and "when not to utilize". The advantage of the codebook is that it produces an increased level of verifiability to the research as external readers can see the exact steps taken during coding. (Guest et al., 2012). Further, Guest et al. (2012) suggests that a codebook means you can return to the data after long breaks and still make sense of why sections of data were included under a certain code. The code books are generated and attached at appendices.

#### 2.6.4 Step (4) Development of Themes

In abductive thematic analysis, themes are isolated from codes; codes are explicit and concise, while themes can be considerably more consolidate and can combine a large number of codes to make sense of peculiarities hypothetically. Hence, creating subjects starts by taking a look at connections between various codes and arranging them in light of their capacity to make sense of the story behind the information all in all. At the point when classified as such, a gathering of codes that can really depict a uniqueness can be marked a topic. At this point, some scholars have suggested researchers should make decisions upon which themes are overarching, which are primary/secondary, and which are sub-themes based on their importance to the study (Braun & Clarke, 2006). The process of developing themes in Step 4 can be supported by the theoretical perspective such that certain terminologies or concepts used in the literature can inform your development and labelling of themes.

#### 2.6.5 Step (5) Theorising

The relationship and story between themes and entire dataset is written in this step. This is an important part of abductive thematic analysis, making it distinct from other guides to qualitative analysis. Following an abductive research approach, the clustering and explanation of themes should be guided, but not determined by existing theoretical understanding. The theorisation of data begins by looking back at theoretical knowledge and frameworks and seeing to what extent these could explain the relationship between the themes. It may become clear at this stage that theory can be refined, changed, adapted, or even consolidated with another conceptual idea so that it can better account for the empirical data. This eventually amounts to the study's overall theoretical contribution. The smallest

interactions, exchanges, or contextual anomalies can trigger small theoretical developments (Makadok et al., 2018).

#### 2.6.6 Step (6) Comparison of Datasets

An additional level of detail is revealed about the findings by providing comparative analysis of different participant cohorts. Guest et al. (2012, pp. 162-163) state that I can still compare datasets by asking two questions of the qualitative data: (a) “Are some themes present in one dataset but not another”? (b) “If a theme is present in datasets from both groups in an analysis, is the expression of that theme different between groups”? Accordingly, after reviewing the code-book and the coded data analysis, you can examine whether some codes are expressed more often amongst a particular cohort. Secondly, you should take time to examine how each theme or code is expressed by a participant group and assess whether there are differences between groups. Common dataset comparisons are participants’ gender and age and differences among case studies or fieldwork locations. However, any research-specific comparisons can be conducted.

#### 2.6.7 Step (7) Data Display

Data display is usually associated with reducing qualitative data into quantitative matrices to display data better visually (Boyatzis, 1998; Miles & Huberman, 1994). However, like with Step 6, there is no requirement for data display to be quantified. Attride-Stirling (2001) suggests conducting thematic network analysis to show how theoretical themes derive from empirical text and codes. When abductively analysing data, often reviewers will question if an academic has over-reached and whether theoretical contributions are truly representative of the raw data.

#### 2.6.8 Step (8) Writing Up

Description of context, participants, and social setting. These details ensure that any reader can understand whether your fieldwork setting and participants are reflective of their own circumstance, situation, or context (and therefore, whether your recommendations are likely to be successful and effective in their situation) (Lincoln & Guba, 1985). This includes providing individual information about each participant (i.e., their age, gender, and fieldwork location) each time their quotations are used in the findings (Guest et al., 2012). Finally, you should not be afraid to employ a persuasive rhetoric to convince the reader that the findings are substantial and have significant implications. (Jonsen et al., 2017).

## **CHAPTER 3: METHODOLOGY**

The literature review and the need for the conceptualization of customer failure represent a gap, in linking employee stress and burnout condition with the well-being and job satisfaction. The majority of the research studying these variables is quantitatively done; except a few qualitative studies, like a study on employee well-being by Liu-Lastres et., al (2020) in hospitality sector, a study on occupational stress in the hospitality sector by Asma, A. (2023) and a mix method study about customer failure by Robertson, et, al, (2023)., etc. therefore, this research study is using qualitative research methodology to explore these factors in hospitality sector providing an opportunity to get deeper understanding of the factors. I have used Abductive research methodology, the Abductive research methodology in qualitative studies entails generating explanations based on collected data, which are then explored further. Earl Rinehart, K. (2021) stated that the Abductive research methodology is characterized by its iterative approach to reasoning, which moves between theory and data to develop explanations (Hwang & Yoon, 2020). It is particularly useful for exploring complex phenomena where existing theories may not fully explain observed outcomes, as in our study understanding the integration of AI in customer service and its impact on employee well-being and job satisfaction is comparatively a composite study as the integration of AI and HR is studied while understanding and observing customer behaviours and actions towards the front-line employees in the hotel industry. I have conducted exploratory study using an abductive research methodology and I have conducted 35 Face-to-Face semi-structured interviews in the hospitality sector of Pakistan including, specifically budget, two star and three star hotels. This study is conducted by utilizing Abductive research methodology and the focus is on theory creation. Abductive reasoning is particularly suitable as it permits the researcher to move between theory and empirical data aiming to generate new theoretical perspectives from the data collected. Timmermans, S., & Tavory, I. (2012). Abductive reasoning will facilitate the exploration of complex interactions between AI technologies, customer interactions, and employee outcomes. Researchers should acknowledge the abductive methodological design underpinning their analysis. Thompson, J. (2022). I have use 8-step approach to conduct thematic analysis specific to abductive research methodologies as stated by Thompson, J. (2022). And the Data Analysis is be performed abductive thematic analysis. The main goal of this study is to understand how employee's well-being is affected by the customer failure, and how the job stress and burnout affects the job satisfaction of employees in hospitality sector.

### **3.1 Research Philosophy, Design and Approach**

The idea of abduction, as expounded by Blaikie, N. (1993, 2004, 2007, 2010), refers to the process of generating social scientific accounts from social actors' accounts. Abductive Research aims to describe and understand social life in terms of social actors' motives and accounts. The aim of the Abductive Research is the construction of theories that are grounded in everyday activities, in the language and meanings of social actors. In Abductive Research I develop a theory and test it iteratively. Ong, B. K. (2012). The Abductive research methodology in qualitative studies entails generating explanations based on collected data, which are then explored further. Earl Rinehart, K. (2021) stated that the Abductive research methodology is characterized by its iterative approach to reasoning, which moves between theory and data to develop explanations (Hwang & Yoon, 2020). It is particularly useful for exploring complex phenomena where existing theories may not fully explain observed outcomes. As in our study understanding the integration of AI in customer service and its



impact on employee well-being and job satisfaction is comparatively a composite study. I have conducted exploratory study using an abductive research methodology and I have conducted 35 Face-to-Face semi-structured interviews in the hospitality sector of Pakistan including, specifically budget, two star and three star hotels. This study is conducted by utilizing Abductive research methodology and the focus is on theory generation. Abductive reasoning is particularly suitable as it permits the researcher to move between theory and empirical data aiming to generate new theoretical perspectives from the data collected (Timmermans & Tavory, 2012). Abductive reasoning will facilitate the exploration of complex interactions between AI technologies, customer interactions, and employee outcomes. Researchers should acknowledge the abductive methodological design underpinning their analysis. Thompson, J. (2022). I have use 8-step approach to conduct thematic analysis specific to abductive research methodologies as stated by Thompson, J. (2022). And the Data Analysis is be performed abductive thematic analysis. The main goal of this study is to understand how employee's well-being is affected by the customer failure, and how the job stress and burnout affects the job satisfaction of front-line employees in the hospitality. An abductive methodology is productive assuming the specialist's goal is to find new things different factors and different connections. I have used the 8-steps guide to the Abductive Thematic Analysis by Thompson, J. (2022)., in which the transcriptions were manually done by listening to the recordings of the interviews, the initial codes were generated on NVivo and the codebook was exported from the software. The codebook was utilized in MS Excel software to generate sub-themes and after organizing the sub-themes the main themes were generated based on similarity of sub-themes. The main themes were categorized as a final write-up with comments and opinions of participants of the study.

### 3.2 Data Collection, Participants and Procedure

The data is collected by the front-line employees in the hospitality sector of Pakistan through semi-structured interviews using non-probability sampling technique via convenience sampling method.

### 3.3 Semi-structured Interviews

Vasileiou, K., et. al., (2018) highlighted that reviews of qualitative studies have shown that sample sizes around 30-35 are common and adequate for different disciplines and it is frequently reported achieving saturation and developing meaningful insights with similar sample sizes. I have conducted 35 interviews in order to get quality data from different cities of Pakistan.

### 3.4 Sampling Technique

#### 3.4.1 Non-probability sampling technique

I have used the Non-probability sampling technique in which the participants are to be chosen based on accessibility and agreeableness to participate Struwig FW & Stead GB (2013) I have visited more than 50 hotels and requested the participants to become a part of our study, only those who have shown interest and willingness to participate are made part of this study. I defined non-probability sampling as a deviation from probability sampling principles. This usually means that units are included with unknown probabilities. Vehovar, V., et., Al., (2016). I have used convenience sampling in non-probability technique which is define as the prevailing non-probability approach where units at hand are selected; the notion roughly overlaps also with accidental, availability, opportunity, haphazard or unrestricted sampling.

Vehovar, V., et., Al., (2016). The participants of this study were selected based on their availability and willingness to participate.

### 3.5 Demographics, Population and Sample Size

Sample size is 35 participants from hospitality sector and the interviews are taken from front-line employees who interact with the customers. I collected data from five cities of Pakistan, including Abbottabad, Haripur, Islamabad, Mansehra and Rawalpindi to get perspectives from different areas.

### 3.6 Interview Guide

In consultation with my supervisors an interview guide is made which is a semi-structured interview guide. The Interview guide is attached in appendices part.

### 3.7 Research Approach

By using Abductive Research Methodology an 8-steps guide to Abductive Thematic Analysis by Thompson, J. (2022)., is used, the collected data is transcribed manually. The approach for thematic data analysis is used, which will further informed by the tenets of abduction during the stage of transcription, coding and theme generation to adhere to the abductive process and the interview transcriptions are compared against the original recording to guarantee accuracy with themes and subthemes specified to recognize the relationships between codes. (Timmermans & Tavory, 2012; Braun et al., 2018; Tomasella, B., Ali, A., & Gill, D. (2023). As a lot data is collected by interviews so recurring codes were immerged and themes are created which are related to different aspects of the study, by linking different themes a coherent narrative is build that explains the phenomenon I are studying.

### 3.8 Ethical Consideration of Research

While conducting any kind of research it is important to keep in mind the ethical guidelines. For our study I have strictly followed the ethical guidelines. As guided by respected Supervisor and GEC members the whole research is conducted while keeping the ethical guidelines in mind. While interviewing the participants the consent of every single participant is taken before recording. Out of 35 participants one participant denied for recording but he was interested to participate, keeping in mind the ethical guidelines the Interview was not recorded rather the statements provided by the participant were written on paper.

Moreover, every participant was informed that their provided data will only be used for the research purpose and will not b1e displaced by their names or identity. For ensuring the confidentiality of the individuals I have highlighted hotels with their category and city only, and the individual participants are named as Participant # 1, Participant #2 and so on. And no marks identifications of participants are shown which can lead to affect the confidentiality of individual participants of this study. Moreover, the interviewees were given freedom and comfort to share their ideas and thoughts, and were free and allowed to withdraw from the interview at any time during the interview process.

3.9 Table Number 1, Demographic Information of Participants and Organization

<b>Serial Number of Participants</b>	<b>Current Designation</b>	<b>Total years of experience</b>	<b>Organization Type</b>	<b>Gender</b>	<b>City</b>
<b>P1</b>	<b>Waiter</b>	<b>5 Months</b>	<b>Two Star Hotel</b>	<b>Male</b>	<b>Abbottabad</b>
<b>P2</b>	<b>Receptionist</b>	<b>2 Years</b>	<b>Budget hotel</b>	<b>Male</b>	<b>Abbottabad</b>
<b>P3</b>	<b>CEO</b>	<b>3 Years</b>	<b>Budget Hotel</b>	<b>Male</b>	<b>Abbottabad</b>
<b>P4</b>	<b>Receptionist</b>	<b>11 Years</b>	<b>Budget Hotel</b>	<b>Male</b>	<b>Abbottabad</b>
<b>P5</b>	<b>Receptionist</b>	<b>4 month</b>	<b>Budget Hotel</b>	<b>Male</b>	<b>Abbottabad</b>
<b>P6</b>	<b>CEO</b>	<b>5 Years</b>	<b>Budget Hotel</b>	<b>Male</b>	<b>Abbottabad</b>
<b>P7</b>	<b>Receptionist</b>	<b>2 years</b>	<b>Budget Hotel</b>	<b>Female</b>	<b>Abbottabad</b>
<b>P8</b>	<b>Front Office Manager</b>	<b>8 years</b>	<b>Budget Hotel</b>	<b>Male</b>	<b>Abbottabad</b>
<b>P9</b>	<b>Receptionist</b>	<b>4 years</b>	<b>Budget Hotel</b>	<b>Male</b>	<b>Abbottabad</b>
<b>P10</b>	<b>Receptionist</b>	<b>8 years</b>	<b>Budget Hotel</b>	<b>Male</b>	<b>Abbottabad</b>
<b>P11</b>	<b>Reception Manager</b>	<b>2 years</b>	<b>Budget Hotel</b>	<b>Male</b>	<b>Abbottabad</b>
<b>P12</b>	<b>Front Desk Officer</b>	<b>25 years</b>	<b>Three Star Hotel</b>	<b>Male</b>	<b>Abbottabad</b>
<b>P13</b>	<b>Receptionist</b>	<b>7 years</b>	<b>Budget Hotel</b>	<b>Male</b>	<b>Abbottabad</b>
<b>P14</b>	<b>Reception Manager</b>	<b>2years</b>	<b>Budget Hotel</b>	<b>Male</b>	<b>Abbottabad</b>
<b>P15</b>	<b>Receptionist</b>	<b>7 years</b>	<b>Budget Hotel</b>	<b>Male</b>	<b>Abbottabad</b>
<b>P16</b>	<b>Receptionist</b>	<b>8 months</b>	<b>Budget Hotel</b>	<b>Male</b>	<b>Abbottabad</b>
<b>P17</b>	<b>Front Desk Manager</b>	<b>12 years</b>	<b>2 Star Hotel</b>	<b>Male</b>	<b>Abbottabad</b>
<b>P18</b>	<b>Reception Manager</b>	<b>10 years</b>	<b>Budget Hotel</b>	<b>Male</b>	<b>Abbottabad</b>

<b>P19</b>	<b>Waiter</b>	<b>5 years</b>	<b>Budget Hotel</b>	<b>Male</b>	<b>Mansehra</b>
<b>P20</b>	<b>Waiter</b>	<b>18 years</b>	<b>Budget Hotel</b>	<b>Male</b>	<b>Mansehra</b>
<b>P21</b>	<b>Receptionist</b>	<b>7 years</b>	<b>Budget Hotel</b>	<b>Male</b>	<b>Mansehra</b>
<b>P22</b>	<b>Online Customer Dealer</b>	<b>5 months</b>	<b>3 Star Hotel</b>	<b>Male</b>	<b>Mansehra</b>
<b>P23</b>	<b>Front Desk Officer</b>	<b>1.5 years</b>	<b>Three Star Hotel</b>	<b>Male</b>	<b>Mansehra</b>
<b>P24</b>	<b>Front Desk Officer</b>	<b>6 months</b>	<b>Three Star Hotel</b>	<b>Female</b>	<b>Mansehra</b>
<b>P25</b>	<b>Receptionist</b>	<b>3 months</b>	<b>Budget Hotel</b>	<b>Male</b>	<b>Haripur</b>
<b>P26</b>	<b>CEO</b>	<b>1 Year</b>	<b>Budget Hotel</b>	<b>Male</b>	<b>Haripur</b>
<b>P27</b>	<b>Front Desk Manager</b>	<b>2 Years</b>	<b>Budget Hotel</b>		<b>Haripur</b>
<b>P28</b>	<b>Receptionist</b>	<b>4 Years</b>	<b>Three Star Hotel</b>	<b>Male</b>	<b>Islamabad</b>
<b>P29</b>	<b>Front Office Manager</b>	<b>2 years</b>	<b>Three Star</b>	<b>Male</b>	<b>Islamabad</b>
<b>P30</b>	<b>Front Desk Manager</b>	<b>10 years</b>	<b>Budget Hotel</b>	<b>Male</b>	<b>Islamabad</b>
<b>P31</b>	<b>Reception Manager</b>	<b>3 years</b>	<b>Budget Hotel</b>	<b>Male</b>	<b>Islamabad</b>
<b>P32</b>	<b>GM – Front Line</b>	<b>27 years</b>	<b>Budget Hotel</b>	<b>Male</b>	<b>Rawalpindi</b>
<b>P33</b>	<b>Front Desk Manager</b>	<b>2 Years</b>	<b>Two Start Hotel</b>	<b>Male</b>	<b>Rawalpindi</b>
<b>P34</b>	<b>Receptionist</b>	<b>8 years</b>	<b>Budget Hotel</b>	<b>Male</b>	<b>Rawalpindi</b>
<b>P35</b>	<b>Front Office Manger</b>	<b>21 years</b>	<b>Two Start Hotel</b>	<b>Male</b>	<b>Rawalpindi</b>

## CHAPTER 4: DATA ANALYSIS AND FINDINGS

### 4.1 Introduction

This chapter entails sub themes and main themes emerged from coding of interview transcriptions. The main aim of this chapter is to go through the themes that were generated while analysis of the data collected by the interviews. This chapter consists of three sections. The first section of the chapter discusses how the well-being and job satisfaction of employees are influenced by stress and burnout conditions of frontline employees. The second section of this chapter explains the two types of customer failure (that are the contribution of this study) and how customer failure creates stress and burnout among front-line employees in hospitality sector. The third section discusses how Artificial Intelligence can serve as a tool to minimize the customer failure leading to ill-being of frontline employees.

#### 4.1.1 Data Analysis

Total 35 interviews were conducted in hospitality sector of Pakistan. The hotel category includes budget, two-star and three start hotels. The participants of the study were front-line workers. The interviews were recorded in audio and transcribed manually. The initial codes are generated by NVivo Software, Themes and Sub-themes are generated by using MS Office.

#### 4.1.2 Themes - Research Question No 1,2 and 3

Please See Appendix

4.2 How the well-being and job satisfaction of employees are influenced by Customer first strategy, Burnout and Stressful Situations of frontline employees.

#### 4.2.1 Well-being and Job Satisfaction affected by Customer first strategy

Due to Customer first strategy employees put extreme efforts to deal the customers in way to satisfy them even when the customers are at mistake or their behaviour is not good with the front-line employees. In such situations even knowing the mistake of customers employees do not highlight it just because of customer retention, so the well-being of employees is compromised and they show less satisfaction with job. In hospitality sector the customers are centre of importance and the guests are always consider as right.

One of a participant with 12 years of experience in hotel industry highlighted this as follows:

"About rude customers, you know here in hotel industry the guest is always right, sometimes there are rude customers but we have to handle, sometimes they are rude but we talk to them in a good manner because for us customers are important."  
*Participant # 17 – Front Desk Manager.*

The employees have to face rude customers frequently in the hotel industry but they compromise with them and have to put a lot of efforts to make them calm. The employees have to build a mindset that the customer is always right. So they have no other chance than to make them happy at any cost, Such circumstances might lead to increasing stress during the job.

A General Manager at a hotel describes:

"In my 27 years of experience I have faced a lot of rude customers but I always tried to make them calm within 2 to 3 minutes. So my best weapon to deal with the customer is to apologize, I firstly say to such customers that "sir I am really sorry for

what happened I really needs your guidance please guide me”, so this statement that “please guide me” kills their rude behavior so they become calm." *Participant # 32 General Manager Front Office*

He further argued that:

"Hotel line has a formula that the guest is always right, so even though the guest is wrong we say yes you are right, you are saying the right thing. So we have to make them correct while saying that you are right." *Participant # 32 General Manager Front Office*

The Guest is always Right - strategy to deal customers in hotel industry is considered as a formula of Business, and in different situations employees have to deal with customers keeping in mind that the customer is a priority. In such situations employees are just compromising for the sake of customer retention, they do not feel happy and their well-being is compromised. Even Physical abuse was reported by a participant in our study, he gave an example of his Colleague as follows:

"Most of the time I have to deal with the rude customer, every kind of customers come, so if some customer ask for water or towel, if the service is late a few minutes, the customer gets angry, some customers are like: there was my colleague he was opening the door but it took some time so the situation came to this that the customer even slapped my colleague." *Participant # 10 Front Desk Officer.*

*To regard for Customer first strategy the employees are so flexible and obedient in dealing that the customer misuse their obedience and show violent actions.*

#### 4.2.2 Well-being and Job Satisfaction affected by Burnout and Stressful Situations.

The hotel management also pressurize the employees to facilitate the customers well and their performance is linked with how tactfully they facilitate the customers regardless of their behavior or demands. At a time due to one or other reason sometimes employees have to manage a lot of matters in hotel when customer footfall is increased. This leads to Employee Stress and Turnover intention as well. An employee at a three-star hotel described his situation as:

"I was dealing with the matters so dealing and managing different thing at a time was difficult for me and at a point I thought I felt like I should leave this job." *Participant # 29 Front Office Manager*

Such behavior creates stress among employees and their well-being is affected. The rude behavior of a customer creates stress among the front-line employees, the management of anger of a Rude Customer is considered as responsibility of Front Office employee so they have an un-intentional stress of customer management as well. Moreover, when customer is shouting in front of other people it creates more stress among employees. A participant commented about this situation as:

"We feel stress when there are some rude customers as they are shouting at us and a lot of people are sitting in the lobby so obviously we feel stress but it is our responsibility to manage." *Participant # 29 Front Office Manager.*

Another participant commented about the stress as follows:

As I already told you while there are different things happening at the same time, meetings etc., so one person has to do a lot of work, you are serving one person and the other is shouting, so you feel stress, sometimes you feel to quit the job, but do not have to give up, you have to focus on work!. *Participant # 1 Waiter.*

*He further added:*

“Once there was an order of 50 people, we prepared food for 50 people, but when they came people were about 70 in number, so our food was served to 60 people, so for 10 people we were worried what to do, so we arranged for them, but there was a lot of tension, and we felt stressed.”

A receptionist talked about the rude behavior of customer and its effects on whole day:

If some rude customer comes early so whole day is effected and spent in a bad way, as customer is rude and we are not at mistake as well so due to that the day is ruin, and mood stay off the whole day. *Participant # 5 Receptionist.*

The workload also adds to the stress level of employees as a CEO of a hotel said:

Fatigue is obvious, there are hours we work for 12+ hours, from early morning 5am to 3:am nigh, as it is hotels there are back to back trips, so it creates stress, it is a hotel we have to do so we can feel fatigue as well. *Transcription # 6 CEO*

#### *4.2.3 Role of Workplace Environment*

Participants those who feel comfortable at workplace are still satisfied with their job regardless of facing a lot of issues at front line.

“Work place environment here at the hotel is very good, behavior of waiters and chefs is very good, same like the behavior of our owner is good so I like working here and think that I should work here.” *Participant # 7 Receptionist.*

Another participant said that:

“I feel good at the workplace. As far as Industry is concerned the work is good so we get the motivation.” *Participant # 3 CEO.*

On the other hand if workplace environment is not good employees feel demotivated as a Receptionist said that:

“If you are giving much time to an organization, and did not get rewarded so you get demotivated. Work place environment is like you try to make customer happy, it’s not about one customer we try to make customers to stay happy and bring other customers as a reference.” *Participant # 2 Receptionist.*

The job satisfaction of employees is linked with the good perception of supervision in the hotels as a Receptionist said that:

“I am satisfied with my job, as our owner is a good person, and we like to interact with the guests.” *Participant # 7 Receptionist.*

*He further added:*

“Its very busy, I like this job so much, meeting and greeting new people and talking to them.” *Participant # 7 Receptionist.*

If customer are good and friendly it impact the employees in a positive way and they show more satisfaction with their jobs, as another Receptionist at a hotel said:

*“Yes I am performing well at hotel, as my owner and customers both are happy. Customers praise me while leaving.” Participant # 4 Receptionist.*

***At workplace the experienced employees are more motivated and perceive the nature of job easy, as per their experience they know how to manage things and enjoy their duty as a Receptionist told:***

“We feel very good, as guests come we talk to them, we guide them about tourism, and few known customers comes so we chat with them and feel so good. In starting things were tough, but we learned a lot, now I have spent 11 years here in the hotel, so you have know-how so it’s very easy now” *Participant # 4 Receptionist.*

4.3 Different types of customer failures and how customer failure creates stress and burnout among front-line employees in hospitality sector.

4.3.1 Customer Failure and its Reasons

Customer Failure when customers are not following the rules and policies of the hotel a Reception Manager highlighted this as follows:

“Customers come and we observe that people are good so we guide them that here everything is fine, and yes the rude and problematic customers also come. For example: Some customers booked one room and then they also went in to the other room as well without booking, then we asked them to leave, the children with them they go to the other rooms as well and disturb the place as well.” *Participant # 11 Reception Manager*

Another reason of the Customer Failure could be Technical Fault in any machinery or equipment in hotel due to which the behavior of customer becomes rude

“Two time it happened that water was not hot, the customer complaint that your geysers are off, actually the geysers were on, we convinced them it will take 10 to 20 minutes to bring the hot water in taps.” *Participant # 11 Reception Manager*

Some times to get advantage the behavior of customer is rude which leads to Customer Failure in the hotel industry a receptionist said that:

Someone says that tea was not good, now before you arrived an hour ago a customer had a coffee and he said that coffee is no good, so to get things at a lower price. *Participant # 13 Receptionist*

Sometimes due to misunderstanding or mistake of customer the Customer Failure happens as a Receptionist said:

Sometimes when paying their bills, some customers forget things, and they say that we have already paid the bills, and they argue with us, and we have a proper system for everything if customer has paid the bills it's in the record, so if there is any such



situation we can check our cameras as well then we get than whether the customer has paid or not. *Participant # 7 Receptionist*

Sometimes due to negligence or lack of proper facilities at hotel the Customer Failure occurs as reported by a participant of our study:

“Some customers like that if there is any water related issue, so the customers say us that there was a water issue, there was not soap or any other issue, that the bed sheet was not good, so they told us before leaving.” *Participant # 7 Receptionist*

Another employee added:

“In my twelve years of service there were some officers, who came to the receptionist to switch on the AC, so the boy forget to switch on the AC, but after they came and saw the situation they shouted a lot, and that was out of control but i managed that as well.” *Participant # 7 Front Desk Manager*

#### 4.3.2 Types of Customer Failures

According to the study participants, we discovered main two types of customer failure and these types of customer failures affect them differently as per nature of the failure. Following are the two main types of customer failure which are emerged from this study.

##### 4.3.2.1 Responsible Customer Misstep

In this type of customer failure the customers after admitting their mistakes apologize for their behaviors. A participant of our study highlighted this as:

*“The behavior matters, and we have cameras sometimes people are at mistake and they shout at us, once a customer did not paid us but he said he did, when we checked the cameras he apologized and said sorry.” Participant # 15 Receptionist.*

It is observed from the study that the employees have to satisfy the customer by proving that there is no issue at employee’s end and for this reason the employees use resources to satisfy and calm down the customers. As a participant has given the example of a family:

“When they left for some place from the hotel they forget to lock their room, when they came back they shouted at us that someone has opened our room, then we showed them the cameras so they got satisfied, so when they realized their mistake they apologized us at that time as well as while they were leaving the hotel. So customers feel such thing that someone might have opened our room but we do not indulge into such matters. ALHAMDULILLAH. But we satisfied them as it is our job to satisfy them.” *Participant # 18 Reception Manager*

Another participant added that such customers who are wrong and realize that they are at mistake also accept their mistakes and say sorry but he highlighted that such customers are very rare.

“But when they realize they are wrong they apologize as well and say sorry, but such kinds of people are less in quantity.” *Participant # 21 Receptionist*

Another participant contrary to the statement of above employee said that most of people admit their mistake and apologize as well while only a few customers do not apologize:

“Most of the time people admit their mistakes as well and apologize as well, and some people are totally different they act like everything belongs to them and they do not apologize, but most of people apologize as well.” *Participant # 12 Front Desk Officer*

A front desk officer at a hotel explained:

But our response is different with them, definitely they are our guests so our response should not be like they are behaving. In such situations some guests apologize and accept their mistakes and other do not. As most of the guest had travel a lot so they are tired so they show rude behavior. *Participant # 23 Front Desk Officer*

A participant of our study highlighted that some customer alter their statements when we clarify that they are at mistake, but they accept their mistake when we present them with proofs:

“Some customers are like Complaining about their cars that it is damaged, as they have hit it somewhere else but they complain to us, we have latest CCTV system that can even tell about needle as well, so we show them cameras that see there is no issue in the parking, after watching that the customer says sorry it happened somewhere else. So the customer feels embrace and start doing alteration in statements that this may be done by my son bla bla.” *Participant # 8 Front Office Manager*

#### 4.3.2.2 Ir-responsible Customer Misstep

In such type of customer failure the customers do not accept their mistakes neither they apologize for their behaviors. A participant of our study highlighted this as:

“I can tell you an incident, a customer ordered lunch, we brought the ready lunch, when we knocked the door the customer was in washroom and said that put the food in room, we did so, after 15 minutes the customer complained about the food that it is cold, he said you brought the cold food, definitely after 15 minutes it has to, this was not our fault, the customer asked us to heat that, we did so but after heating the food quality is usually changed, again he complained that task was not good, we said as we cooked it again that's why it is like this.” *Participant # 1 Waiter*

Sometimes the customers are rude and they do not accept their mistakes so to calm down the rude customers, the employees their self, accept that this is our mistake.

As a participant of our study added:

“It happens sometime, that a rude customer is at mistake, but as customer will not accept the mistake so we have to accept that it's our mistake.” *Participant # 4 Receptionist*

To negotiate such behaviors of the customers the employees definitely has to feel stress that being at mistake the customer is not accepting and then employee has to accept their own mistake as a participant said:

“When customer is wrong and rude as well so we feel angry, if you have to complain you can complain in a sweet manner as well, so that the other person must not feel that.” *Participant # 5 Receptionist.*

In hospitality sector the frequency of rude customer is high as compare to other industries. As the guest coming to hotel are mostly for tourism or recreation purpose, they are wealthy as will and have high expectations. A front desk officer at a hotel added:

“And some people are totally different they act like everything belongs to them and they do not apologize.” *Participant # 12 Front Desk Officer*

Another Receptionist added to this:

There are a lot of rude customers here, almost all are rude here and no one accepts their mistakes. *Participant #13 Receptionist*

A Front Desk Manager gave some examples of rude customers as follows and highlighted that some customers do not accept their mistakes.

“For example a customer came and ordered for the tea, so it takes almost 2-3 minutes to serve him, but when he was drunk he will start shouting, similarly when guests asked for the food and they will shout if it is a little bit delayed. Most of the customers apologizes as well and admit their mistake as well, and some customers are still rude and do not accept their mistakes so they leave with the same behavior so what we can do with them when they left!” *Participant # 17 Front Desk Manager*

*Similarly a front desk manager added:*

“But our response is different with them; definitely they are our guests so our response should not be like they are behaving. In such situations some guests apologize and accept their mistakes and other do not. As most of the guest had traveled a lot so they are tired so they show rude behavior.” *Participant # 23 Front Desk Officer*

In Customer Failure incidents some customers are harmful as well, they are at mistake but they continue such behavior and the hotel management has to involve the regulatory authorities like police etc. An employee gave an example during the interview:

“Once some people got a room and started playing the loud music, they were using the alcohol, and had weapons as well, so the guests from neighborhood complained about them, at that time we really do not know what to do, as we were unable to stop them as they were drunk and had weapons as well, the we engaged the police, next day we made headlines on local newspaper as well that we called the police for our own customer.” *Participant # 6 CEO*

Similarly another employee has given an example when a customer was physically abusive to a hotel employee:

“The customer gets angry, some customers are like, there was my colleague he was opening the door but it took some time so the situation came to this that the customer even slapped my

colleague. And customer said that what you are doing a i am waiting from 10 minutes. So the lock get stuck, previously the lock was ok.” *Participant # 10 Receptionist*

#### 4.3.3 How customer failure creates stress and burnout among front-line employees in hospitality sector.

In hospitality sector there is frequency rude behavior of customer the participants have highlighted rude behavior of customer as one of the main reason of affected routine and Employee Stress. As a participant of our study said:

“We get mentally disturbed by rude customers our daily routine is affected by them.”  
*Participant # 12 Front Desk Officer.*

Another participant highlighted the same issue and said that:

“Our routine is disturbing in a way that our mind is disturbed with such rude customers.” *Participant # 5 Receptionist*

Rude behavior of the customer and customer failure are the stressful situations which are the reason for employee stress and burnout. Like a participant talked about situation in hotel that was leading to stress:

“As I already told you while there are different thing happening at the same time, meetings etc, so one person has to do a lot of work, you are serving one person and the other is shouting, so you feel stress.” *Participant # 1 Waiter.*

The workload adds to the stress created by customer failure. In season the more customers come in hotels and the workload is high as well so employees feel stress. A receptionist added:

When i am sitting on desk sometimes a lot of customers come at a time to order different things that someone is saying that serve us breakfast, someone need press, someone ask for housekeeping so some time we have to ask them to wait for few minutes, but the day passes then. . *Participant # 16 Receptionist*

Another receptionist highlighted the same issue:

As it is hotels there are back to back trips, so it creates stress, it is a hotel we have to do so we can feel fatigue as well. *Participant # 6 Receptionist*

*Another participant of the study explained the workload in hospitality sector as:*

“I feel fatigued due to long working hours as we have to perform 12 to 13 hours at the hotel so it’s so lengthy as compared to a 7 to 8 hours of duty, so 12 hours is too much so we feel tired. “ *Participant # 20 Waiter.*

Other than Customer Failure and Rude Behavior the Workload is also reported as a reason for employees to worry about a waiter in a hotel gave an example:

“Once there was an order of 50 people, we prepared food for 50 people, but when they came people were about 70 in number, so our food was served to 60 people, so for 10 people we were worried what to do.” *Participant # 1 Waiter*

*It has been highlighted by the participants of our study that both types of Customer Failure i.e: Responsible Customer Failure and Ir-responsible Customer Failure badly effects the employees. It creates stress and anger among the employees. In Ir-responsible customer failure the customer while being at mistake is not accepting the mistake and is still blaming the employees mainly the front-desk employees, as they are mostly expose to all the queries of the customers in the hotel industry. A Receptionist at a hotel talked about the effects of Ir-responsible Customer Failure as follows:*

“As customer is rude and we are not at mistake as well so due to that the day is ruined, and mood stay of the whole day.” *Participant # 4 Receptionist*

Such type of Customer Failure affects the mood of employees and their daily routine. It creates stress among the employees especially the front-line employees who are dealing with such customers. From the above statement of the employee it is obvious that employees have to bear a level of stress and mood is dependent up on the behavior of the customers they are dealing with, such situations are leads to burnout conditions and badly affects the employee well-being. In hospitality sector the rude behavior of the customer creates stress among the employees and they get disturbed. A waiter at a hotel said that:

When there is a rude customer we are disturbed by such situations a lot. *Participant # 20 Waiter.*

And when there is a rude customer the employees have to put efforts to make them happy as a Receptionist said:

“There are rude customers who are wrong, but we apologize to them and accept their mistakes and take them on our own, that sorry sir it is our fault and we apologize, you know according to situations we have to accept their mistakes to make them happy.” *Participant # 21 Receptionist*

4.4 How can Artificial Intelligence serve as a tool to minimize the Stress created by customer failure leading to ill-being of frontline employees?

The main reason of employee stress in hospitality sector as highlighted by the participants of this study is Employee Stress which is created by Customer Failure, while dealing the Rude Customers in the hotel, the employees have to be very careful and such rude behaviors create stress among the employees. As reported by participants of this study that AI can play important role in dealing the Rude Customer due to which they can stay away from the stress created by Rude Customers. A Receptionist said:

“Due to AI, first the customer will not get angry on the robot so this is best, so employee will be at benefit that they do not have to face rude customer.” *Participant # 7 Receptionist*

A participant of this study added to this:

“The rude customers can be dealt by the robots, especially the drunk persons at night, so if the customer is rude and is shouting, it will not matter as they are shouting at the

machine. So with human to human interaction in such situations there are chances of fight, so robot will easily deal such customers.” *Participant # 4 Receptionist*

A Front Office Manager highlighted the importance of AI in the same way he added:

“But in my opinion AI can help to minimize the stress level of employees as the employees will not have to deal with the customers with rude behavior.” *Participant # 35 Front Office Manager*

The participant of the study said that AI can help in Protecting Employees from the rude behaviors of the customers a waiter added:

“AI will help us a lot, we can stay safe from behavior of customer, so their anger will be towards AI so we can stay safe.” *Participant # 1 Waiter*

He further added to this:

“If customer has any complain they can launch it via computer, and we can be saved from their behavior and anger.” *Participant # 1 Waiter*

In our study it has been highlighted by most of our participants that AI can play important role to minimize the stress created by customer failure. A participant said that:

One can stay away from mental stress when AI will deal with the customers. *Participant # 2 Receptionist.*”

Another participant added:

“When you will install some machine at front desk definitely there will be no stress. *Participant # 17 Front Desk Manager.*”

A Front Desk Manager said:

“Definitely when you will replace humans with AI, the stress level will be reduced by 100%, you can minimize the stress and lot of countries like japan are doing that already, so stress can be minimize to much extent. And it is about the mentality of the employee as well, the fresh man will get more stress, so when you will try to replace that with machinery then the stress could be minimized.” *Participant # 17 Front Desk Manager*

As discussed previously that in stress management the role of experience also matter, as mentioned above by the participant that a fresh man will get more stress, the experienced employees are observed to be managing stress better. However AI can minimize this stress by managing the tasks which are stressful for employees at front-line as a waiter at a hotel said:

“Yes, AI can be helpful a lot, and our stress will be minimized.” *Participant # 19 Waiter*

A receptionist at a hotel said about the customer failure and stress in following words as:

“The customer failure can be minimized by the invention of AI in the hospitality industry. And the stress will also be minimized by it.” *Participant # 21 Receptionist*

An employee at a hotel said that AI will minimize the stress in following words:

“But in my opinion AI can help to minimize the stress level of employees as the employees will not have to deal with the customers with rude behavior.” *Participant # 35 Front Office Manager*

A Reception Manager at a Hotel said that it can improve the well-being of frontline employees:

“It will be better for our well-being and there will be better impact on our mind.” *Participant # 14 Reception Manager*

A receptionist in a hotel said:

“Advantages are that human will get benefit, he/she will be relaxing and can go home, one can stay away from mental stress when AI will deal with the customers.” *Participant # 2 Receptionist*

A participant of our study said that:

“I will say that robot system should be there so that customer can deal with that, and our anger can be minimized.” *Participant # 4 Receptionist*

He further added:

“As far as the well-being is concerned in season with the help of AI system we can get some rest as well. So there should be some computerized system.” *Participant # 4 Receptionist*

Another participant said that:

Due to AI, first the customer will not get angry on the robot so this is best, so employee will get benefit, that they do not have to face rude customer. *Participant # 7 Receptionist.*

A front Office Manager at a Hotel said that:

“AI will be able to minimize the stress because AI will be a kind of a robotic colleague at work place.” *Participant # 29 Front Office Manager*

An online customer dealer in a hotel said that:

AI can deal with the queries and requirements of the customers, so if you bring AI into the hospitality industry it can help. *Participant 22 Online Customer Dealer.*

A participant said:

“If the customer is rude and is shouting, it will not matter as they are shouting at the machine.” *Participant # 4 Receptionist*

A lot of participants highlighted that AI can help to improve the well-being of employees in hospitality sector, a Reception Manager said that there will be less burden on employees due to the invention of AI, he said:

“When Robot is dealing at front, every task will be done by that, so there will be less burden on us, it will be better for our well-being and there will be better impact on our mind.” Participant 14 Reception Manager

A front Office Manger added to this and highlighted that:

“Employees’ burden will be less and the tasks will be divided among AI and Human so for customers they customers will have to wait less so I think AI can work better than human so it will be an advantage to the human being.” Participant # 29 Front Office Manager

Another participant of the study said that AI will provide Relief to employees for better well-being in hotel industry, he said:

“As far as the well-being is concerned in season with the help of AI system we can get some rest as well. So there should be some computerized system. *Participant # 4 Receptionist*

A receptionist also talked about the benefits of AI as follows:

“Definitely, the machine can deal well and the person needs to be there with the machine to deal well. So most of the work can be done by the machine and the person can have rest as well. AI can benefit us as well as the customers because the machine will work clearly and will facilitate the customers as well.” Participant # 16 Receptionist

From our participants of the study the role of AI in minimizing the stress of front-line employees is clear and it has been reported that dealing rude customer will be an easy job by the invention of AI, however it has been reported by a lot of participants that due to the invention of AI in hospitality sector of Pakistan there will be unemployment as well. A participant said that:

“AI will definitely minimize the stress of the employees but at the same time there will be no need of employees as well. So the AI will replace them so where the employees will go? There are advantages and disadvantages of AI, AI can affect the jobs of people working in the hospitality industry, if you bring AI in hotels, it will perform the tasks of people working in the hotel so it is obvious the person will lose the job.” *Participant # 28 Receptionist*

A receptionist said that:

“If we brought computer system in the hotels, it will be a good idea as we will be able to perform our task while sitting at home. But a lot of people will lose their jobs.” *Participant # 9 Receptionist*

Another receptionist said the same:

“Our job will be affected, there is already unemployment in the country, so AI will have bad impact on Jobs, so whole hotel industry will be affected, people will lose jobs and stay at homes, in other countries it is working well where unemployed people are compensated well by government.” Participant # 13 Receptionist



A front Office Manager gave the example of unemployment by the invention of technology:

“We can see the example of Meter readers with the invention of technology now there are meters that end data automatically so a lot of meter readers have lost their jobs just because of invention of the technology. So when people will be unemployed what will they do? So we need to create the alternate sources of employment as well to cover up the unemployment created by AI.” Participant 35 Front Office Manager

Another participant of the study also gave same example for unemployment due to the invention of technology:

“AI is a disadvantage for employees as they will lose their jobs. In Karachi I have observed that in a factory there were thousands of labor working in one shift there but when they brought the machinery for that tasks then there were even not a hundred labors in the factory in one shift.” *Participant # 34 Receptionist*

The fear of losing jobs is observed which could be a hindrance towards invention of AI systems in hospitality sector, as a reception manager said:

“Our entry system is already computerized, so the robot is a kind of trouble for us, if robot comes in hotel industry it will replace us.” *Participant # 11 Reception Manager*

Some participants also highlighted the failure of AI when there is some technical fault, a receptionist said that:

“Sometimes it is possible that machine is not working properly so the customer will be disturbed by this.” *Participant # 7 Receptionist.*

Another Receptionist highlighted the same issue:

“And the disadvantage of AI is that it is a machinery, and the machine can be at fault sometimes so there could be a problem for the customers and the employees as well, so our customer can be unsatisfied and we also have to make him satisfy due to such failure.” *Participant # 16 Receptionist.*

A front Desk Manager also talked about the technical error of the machinery he added:

“As AI is concerned, any kind of machine that is working can make an error, so there could be a technical error.” *Participant # 17 Front Desk Manager.*

A lot of participants also highlighted the role of AI in decreasing the labor cost, a waiter at a hotel mentioned:

“AI will help the Hotel owners as they do not have to pay salaries to the employees.”  
Participant # 20 Waiter

Similarly an Online Customer Dealer said:

“ And the hotel owner will get the advantage in a way that they must spend less on employees regarding salary payments.” *Participant # 22 Online Customer Dealer*

Another participant said:

“The owner can benefit from the AI, as AI will deal everything so he does not need the manager at the job, so the manager will be replaced by the machinery, so the owner will save the money spent on an employee.” *Participant # 25 Receptionist*

A participant highlighted the benefit of less labor cost to the owners of hotel he added:

“In my opinion AI can help the owners of hotels to save the money spend on salaries of employees.” *Participant # 34 Receptionist*

It is also reported by our participants that AI has no feelings which can be a problem in customer dealing a receptionist said that:

“Let say we brought robots in the hotel to deal with the rude customers, but you know robots do not have feelings like how to know at what level the rudeness is.” *Participant # 5 Receptionist*

The participants also highlighted that we cannot trust AI as it is a machinery:

“Machinery can definitely work better than me but I do not trust machinery. We cannot even trust human beings, so who we can trust the, machinery?” *Participant 21 Receptionist*

Another participant added to this:

“You cannot trust humans, e.g. I ask my child to sit in reception but then he leaves and runs away, so if you cannot trust your own children, how can you trust employees, so yes we cannot trust the AI.” *Participant # 26 Reception Manager*

A few participants highlighted the Catharsis behavior of customers that if AI is brought the guests cannot do anything with the AI system so in their opinion the AI is not able to deal the customers well, a front desk officer said:

“If some rude customers come they cannot hit the head of robot, so there will be a difficulty among the robot and the customers to understand thing, so AI cannot deal like human.” *Participant # 23 Front Desk Officer*

#### 4.5 Theory of Adaptive AI Intervention (TAAI)

I have formulated TAAI (Theory of Adaptive AI Intervention) on the basis of UTAUT (Unified Theory of Acceptance and Use of Technology) which progresses on the basis of integrating the dominant constructs of different models. Various theoretical models have been devised to predict adoption and use of technology. UTAUT is a framework devised by Venkatesh, et., al., (2003)., to predict technology acceptance in organizational settings. The immediate implications are for researchers who wish to examine behavioural intentions, and managers who wish to ensure the acceptance and use of a new system or technology. Chang, A. (2012). Similarly the Theory of Adaptive AI Intervention (TAAI) highlights that the incorporation of Artificial Intelligence (AI) in customer interaction can lessen the impact of customer failure on front-line employees in the hospitality sector

#### 4.5.1 Base for formulation of the Theory of Adaptive AI Intervention (TAAI)

The Unified Theory of Acceptance and Use of Technology (UTAUT) provides a framework that can support the Theory of Adaptive AI Intervention (TAAI) by explaining how various factors influence the adoption and effectiveness of AI in hospitality settings. UTAUT identifies key constructs such as:

1. **Performance Expectancy:** Guests and staff perceive AI's ability to enhance service quality and efficiency.
2. **Effort Expectancy:** Ease of use and integration of AI into daily operations.
3. **Social Influence:** Influence of peers and leaders on AI adoption.
4. **Facilitating Conditions:** Availability of resources and support for AI implementation.
5. **Behavioural Intention to Use:** Willingness of users to engage with AI technologies.

By applying UTAUT, your theory can systematically analyse how these factors interact within diverse hospitality contexts to predict and enhance the acceptance and effectiveness of AI interventions.

#### 4.5.2 Definition of the Theory of Adaptive AI Intervention (TAAI)

This Theory highlights that the integration of Artificial Intelligence (AI) as a proactive tool in customer interaction can alleviate the impact of customer failure on front-line employees in the hospitality sector. The Theory of Adaptive AI Intervention (TAAI) proposes that AI systems can analyse customer behaviours in real-time, predict potentially stressful interactions, and provide supportive interventions or recommendations to employees. By continuously learning from interactions and adapting strategies, AI helps in proactively managing stressors that affects employee well-being and contribute to employee burnout. This theory emphasizes the dynamic interaction between AI technology and human responses, highlighting AI's role not just as a passive tool but as an adaptive support system crucial for employee well-being and job satisfaction in customer-facing roles.

#### Applications of (TAAI)

- **Adaptive Responses:**

The AI systems continuously adapt their responses based on real-time data, such as behavioural patterns of customers and employee stress indicators, to provide timely support by Human-Machine Interaction.

- **Pro-active Stress Management:**

By identifying and addressing potential stressors before they escalate, AI contributes by alarming the management about proactive decisions to be made for reducing emotional exhaustion and burnout among the front-line employees.

- **Human-AI Synergy:** TAAI (Theory of Adaptive AI Intervention) underscores the synergy between AI capabilities and human emotional intelligence, where AI supplements rather than replacing human judgment and empathy.

**Implications for Research:**

- **Qualitative Insight:** Through abductive methodology, TAI can be explored qualitatively to understand how AI interventions are perceived and utilized by front-line employees.
- **Contextual Factors:** Investigating the contextual factors influencing the effectiveness of AI interventions in diverse hospitality settings enriches the theory's applicability.
- **Longitudinal Impact:** Longitudinal studies can assess the sustained effects of TAI on employee well-being and organizational outcomes, providing insights into its long-term benefits and challenges.

This theory not only addresses the integration of AI in managing customer failure-related stress but also aligns with the exploratory nature of our qualitative study, offering a framework to analyse and interpret findings from our interviews with front-line employees in hospitality sector of Pakistan.

## CHAPTER 5: Discussions

### 5.1 Introduction

This chapter aims to provide an analysis based on the findings chapter and to contribute to the literature on Employee well-being, Customer Failure, and Integration of AI to minimize Employee Stress. The main objective of this study was to explore the reasons and types of customer failure and how AI can play its role in minimizing the stress created by such rude behaviour of customers to improve Employee well-being. However, this study also highlights other factors such as workplace environment and experience in contributing to stress management and job satisfaction of frontline employees. To answer the research questions of the study the data was collected through face-to-face interviews with hotel employees.

In the subsequent sections of this chapter, the key findings are analysed and discussed in light of existing studies.

### 5.2 How the well-being and job satisfaction of employees are influenced by Customer first strategy, Burnout and Stressful Situations of frontline employees.

#### 5.2.1 Well-being and Job Satisfaction affected by Customer first strategy

A well-known phrase “The customer is always right.” coined by Harry Gordon Selfridge in 1909, is given importance regarding customer dealing. Buddypunch (2020). In the hospitality sector especially the hotel industry this statement is considered an important business rule, and customers are given utmost importance, whether the customer is right or wrong the employees always bear the pressure to consider and accept that the customer is right. Yang, F., et. Al has argued that in the context of the experience economy, the hotel sector strives to uphold the maxim "the customer is always right" and deliver superior customer service to maintain a long-term competitive edge. Yang, F., et. al (2020). Due to this customer-first strategy employees put extreme efforts into facilitating the customer in a way to satisfy them and meet their demands, even when the customers are at mistake, or their behavior is not good with the front-line employees. In such situations, the well-being of customers is compromised and even knowing the mistakes of customers employees do not highlight them just because of customer retention. So this gives customers relaxation as well as a chance to manipulate the hotel staff so a lot of times a service is not up to the expectations of the customer, and the customer becomes entirely unrealistic and demands ridiculous solutions. Buddypunch (2020). This leads towards rudeness from customers side, the employees have to face rude customers frequently in the hotel industry, but they compromise with them and have to put a lot of effort into making them calm. “The customer is always right.” Or “The ‘Guest’ is always Right” strategy (as said by our study participants) to deal with customers in the hotel industry is considered a formula of Service Business, and in different situations, employees have to deal with customers keeping in mind that customer is a priority. In such situations the employees will feel stress and would be less engaged in their work and have less intrinsic motivation when dealing with rude customers since they would need to exercise behavioral and emotional regulation which in turn affects the employee's well-being Yoon, D. J. (2022).

The hotel management also pressurize the employees to facilitate the customers well and their performance is linked with how tactfully they facilitate the customers regardless of their behavior or demands. At a time due to one or other reason sometimes employees have to manage a lot of matters in hotel when customer footfall is increased. This leads to Employee

Stress and Turnover intention as well, this is the reason that the hospitality sector is highlighted for having a high turnover rate. DiPietro, R. B., et. Al (2020). Employee interactions determine positive or negative customer experiences. Satisfied employees are more likely to provide higher levels of customer service, leading to increased customer loyalty. If you want to build a customer-first strategy, building high employee morale is a necessary prerequisite. [Karta, N. L. P. A. (2023), Chamberlain and Zhao (2019)]. The customer-first strategy is a well-known maxim widely accepted by individuals, businesses, and society. It is a customer-centric mind-set that serves as the business strategy for service employees in order to create delightful customer experiences by putting their customers at the centre of every service encounter. The predominant factor of the customer-first strategy provides an illusion to the customers that the employees come second which causes employee stress, burnout and dissatisfaction at work. This leads to the jay-customer behaviors-such behaviors that being difficulties for employees and other customers as well. Jay-customer behaviors may significantly arouse frontline employees' stress and burnout in the workplace and it also affects the job satisfaction of employees as well. Yahua Bi et. al. , (2021).

### 5.2.2 Well-being and Job Satisfaction affected by Burnout and Stressful Situations.

Customer Failure is the main reason of Employee Stress and Employee ill-being of those who are working at front line. At front office the employees are exposed to all the situations, every kind of customer and situations can come and they have to deal with it. Since they deal with customers more directly than those in back-office departments, frontline service professionals are more vulnerable to abuse from rude customers. Yang, F., et. al (2020). Such behaviours from customers' side create stress among employees and their well-being is affected. The rude behaviour of a customer's creates stress among the front-line employees, the management of anger of a Rude Customer is considered as responsibility of Front Office employee so they have an un-intentional stress of customer management as well. Moreover, when customer is shouting in front of other people it creates more stress among employees. Due to such occupational stress the self-efficacy of employees is disturbed and their interpersonal relation management is affected which also leads towards affected well-being and satisfaction which in turn leads towards turnover intention. Workplace stress created by rude behavior of customers is a huge cost to the organizations in terms of low quality of work environment and affected performance as well, the employees feel over load and tension in interpersonal interactions in hospitality sector. Shehawy, Y. M. (2022). So when employees in hotel industry experience excessive stress and if there are no resources to relieve it, the employees will feel burnout and it will leads towards turnover intention. Wen, B., & Zhou, X. (2020). Due to the fact that the tourism and hospitality industries are labour-intensive, and most of the task are done by employees so due to fast pace nature of the service sector and the emotional labor, there are more chances and risks of employee stress in this sector which is affecting the well-being of employees. Khuong, M., & Linh, U. (2020).

### 5.2.3 Role of Workplace Environment

Regardless of the challenges faced by employees, positive feelings and assumptions about their co-workers' competence and responsibility at workplace have been demonstrated to be positively correlated with job satisfaction. DiPietro et. Al., (2020).

### 5.3 How customer failure creates stress and burnout among front-line employees in hospitality sector.

Park, J., and Kim, H. J. in their study proposed that hospitality employees, who experience customer mistreatment, face diminished organization based self-esteem and affected performance. The mistreatment by Customers such as harsh language and shouting at service employees brings about a variety of negative consequences like stress, burnout and turnover intention. Such behavioural responses often times are considered as a reason of low quality interpersonal interactions that violates the basic social norm of treatment with people. As such behaviors are considered as breach of social norms but the motto that “Customer is always right” may indicate that even such treatment by customers is acceptable as a part of customer service. Park, J., & Kim, H. J. (2020). To get competitive advantage the hotel management strive to implement and follow the motto “the customer is always right” and aim to provide high quality service due to which the employees at front-line are required to meet the expectations of the customers. The unequal power and superiority of the customers over employees can make them more demanding. (Yang, F et. al.. (2020); Cai et al., (2018); Li et al., (2019). Customer mistreatment which leads towards Customer Failure in the industry is an unavoidable problem which is affecting the frontline service employees in bad way. The exhaustion during job and non-work time among front-line employees is a potential consequence of customer behaviour in customer failure incidents. Abundant research has proven that bad behaviour of customers has worst impacts on the well-being of front-line hospitality employees. Yang, F et. al. (2020). Therefor the employees at front-line must be trained to deal any kind of customer failure or customer behaviours. The customer concerns must be addressed, timely redressed of post failure can reduce the adverse effects of customer behaviour and it can also satisfy the focal customer to build positive perception of brand for customer, and minimize the brand hate. Sarkar, A et. al., (2021). This can control the occurrence of frequent customer failure and its adverse impact on front-line employees. Moreover, the other customer perception behaviour is found to be an important reason to alleviate customers’ negativity, so it is significant for the brands to encourage positive behavioural found to have statistically the most significant impact in alleviating customers’ negative emotions caused by a service failure, it is important that brands focus on encouraging positive behaviours not only among the employees, but also among the customers. Sarkar, A et. al., (2021).

### 5.4 How can Artificial Intelligence serve as a tool to minimize the Stress created by customer failure leading to ill-being of frontline

Huang, M. H., and Rust, R. T., in their study said that the AI can be used for simple, standardized, repetitive, and routine tasks. They presented the argument that AI applications will not essentially replace Human Beings rather it will be helping to perform specific tasks, but there are some tasks which must be done by human beings and other by Artificial Intelligence, they said that AI and Human Beings can work as a team. [(Huang, M. H., & Rust, R. T. (2021); Wilson and Daugherty (2018)]. They further build their narrative based on the study of AI. Huang, Rust, and Maksimovic (2019) and added that if AI is brought it will help Human Beings doing service tasks and human beings will be able to focus more on the tasks which cannot be performed by AI. The tasks that require repetition are generally done on routine basis can be handed over to AI, this would help employees to shift the mechanical or repetitive routine task to AI. Huang, M. H., & Rust, R. T. (2021). This will help employees lower their workload and manage stress. In hospitality sector there are a lot of operations

going on at a time and employees have to bear workload pressure which affect their well-being as indicated by a lot of participants of our study as well. This workload leads towards employee stress, when a lot of repetitive tasks will be done by AI the workload will be minimized and employees will be able to manage their tasks well. Since AI can replace a lot of repetitive tasks, but it cannot deny or replace human beings as customer interaction with employees is very important considering the human centric approach, as employees can address and facilitate the customer on personal level. Falter, M., & Hadwich, K. (2020). However, AI can help a lot to the service employees in managing their job tasks in order to lower the burden of multiple repetitive tasks at a time.

The customer service industry has evolved with the integration of technology in service delivery. Robots like Pepper, room service robots at Yotel, and concierge robots at Hilton hotels are examples of this shift. Ting Hin Ho, et. Al., (2020). In 2018 an article in Harvard Business Review provided the example of an AI robot in a bank, Aida is a virtual assistant at a Swedish bank which helps with general transactions to minimize repetitive tasks for human beings. The Aida is an intelligent AI tool that observe if the customers are unsatisfied and it can handover the customer to the Human Being if the complain of a customer is not resolved. [Grandey, A. A., & Morris, K. (2023); Wilson, H. J., and Daugherty, P. R. (2018)]. However, it is stated that the employees who are responsible to deal the customers at hotels must not be dealing the abusive customer solely, as it leads towards burnout and turnover. The AI Service Robot is a protection or a "bouncer" who blocks abusive or rude customer from human beings. This will result in lower stress and improved well-being. It will decrease fear of change acceptance and will help the human employees. Grandey, A. A., & Morris, K. (2023).

## **6 Conclusion**

### **6.1 Key Findings**

The results of this study suggest an understanding of how customers' behaviours negatively influence frontline employees, their well-being and affects their job satisfaction. It provides valuable implications for the hospitality industry, which can help develop strategies to improve the well-being and job satisfaction of employees. Moreover, the role Artificial Intelligence in decreasing the impact of customer failure is an important finding of the study.

### **6.2 Practical Contributions /Implications for Industry**

This research offers insights on how to improve employees' well-being and satisfaction with job and recovery from customer failure. First there is need to understand the challenges at front-line as reported by our participants of this study. To avoid major affects of Customer Failure and Rude Behaviour of Customers, the management of hotel can play an important role. The managers can observe the situations of front-line workers regarding customer failure and can plan to manage the stress of employees. As reported by the participants those who have good perception of workplace environment are still satisfied with their job regardless of facing a lot of issues at front line. Moreover, the hotel management can proactively plan to minimize the chances of customer failure by critical evaluation of customer behaviours and failures. This will help the management to work on areas where there are some lacks. As a lot of participants reported Customer Failure as reason of Technical Fault or Fault at hotel management's end. "When frontline service staff members are mistreated by the customers, the restaurant is expected to provide proactive management intervention to stop it from happening again. Managers may, for instance, personally greet



and listen to demanding clients, providing courteous answers instead of abandoning the problem to frontline staff." Yang, F., et. al (2020).

### 6.3 Theoretical Contribution

Theoretically this study has listed important challenges faced by hospitality sector employees especially the front-line employees. The customer failure, its types and role of AI to decrease stress among the front-line employees to improve employee well-being is an important contribution of this study. This study has initiated a debate whether AI should be brought to the hospitality industry, and whether AI can deal the customers in proper manner while minimizing the stress of employees. The study has two main contributions. Firstly, this study has discovered two main types of Customer Failure, i.e: Responsible Customer Mis-step and Ir-responsible Customer Mis-step and their impact on the well-being of front-line employees in the hospitality sector. And how Artificial Intelligence can be beneficial in this regard. And secondly, the generation of theory which can be considered as a source for improvements and insights regarding how to deal customer failure and lessen stress to improve employee well-being.

### 6.4 Limitations and Future Research

#### 6.4.1 Limitations

Although the study has made important contributions practically and theoretically however there are some limitations of this study. The study has only considered the view point of front-line employees who are dealing with the customers. There are geographical limitations of this study as well, as the data is collected only from five cities of Pakistan. The study is limited to the hospitality sector of Pakistan only. The data is collected only from the budget hotels, two star and three start hotels.

#### 6.4.2 Implication for Future Research

The future studies can consider elite hotels or same hotels in different cultural settings. This study is conducted in context of Pakistan so the future studies can consider other countries for data collection to explore new findings. Moreover, this study provides an overview about the effects of customer failure on hotel industry the future research can be conducted in other customer-service industries for different insights.

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## 8. Appendices

Appendix # 1

### Interview Guide

### Interview Guide

#### Topic of Research:

**The Role of AI in Minimizing Customer Failure: Stress, Burnout, and their influence on Employee Well-being and Job Satisfaction in the Hospitality Sector.**

#### Participants' Details

##### 1. Age

A. 19-25      B. 26-35      C. 36-45      D. 46-55      E. 56-60

##### 2. Gender

A. Male      B. Female      C. Other\_\_\_\_\_

**3. Number of years with current organization** \_\_\_\_\_

**4. Hotel Category** \_\_\_\_\_ (Budget, three-star, five-star etc.)

##### 5. Education

A. F.Sc      B. BA/BS.c      C. MA/MS.c (BS)      D. MS      E. Other\_\_\_\_\_

Research Questions (RQ for Research Question, RO for Research Objective.)

- RQ:1. How the well-being and job satisfaction of front-line employees is influenced by stress and burnout conditions while confronting customer failure challenges?
- (RO:1. To explore and understand how stress and burnout among frontline employees in the hospitality sector are influenced by customer-related challenges, with a specific focus on employee well-being and job satisfaction.)
- RQ:2. What are the various types of customer failures encountered by frontline employees, and how does these failures can be minimized which contribute to stress and burnout among hospitality sector employees?
- (R.O:2 To provide practical insights about hospitality industry on effectively managing and minimizing stress and burnout resulting from customer failure at front-line.)
- RQ:3. How AI can work as a tool to mitigate customer failures and in turn improve the well-being of frontline employees, while considering Human-Machine interaction in the hospitality sector?)
- (RO:3. To contribute qualitative insights about how AI can play its part as a tool to minimize the customer failure behaviours and their impact on employee well-being and job satisfaction in the hospitality sector.)

## Semi-structured Interview Guide

### Questions related to RQ:1.

RQ:1 How the well-being and job satisfaction of front-line employees is influenced by stress and burnout conditions while confronting customer failure challenges?

1. How do you feel at work place during your job? (Well-being and Job Satisfaction)
2. Do you receive enough appreciation and motivation at work? (Well-being and Job Satisfaction)
3. How much you are satisfied with the frontline role? (Job Satisfaction)
4. Describe an unpleasant incident when you faced a rude customer? How frequently you face such situations? (Stress)
5. Have you felt any situation in which you felt things were not running smoothly? (Stressful situation)
6. Do you think you are performing well at the workplace? (well-being and Job Satisfaction)
7. How you describe your workplace environment?

### Questions related to RQ:2.

RQ:2 What are the various types of customer failures encountered by frontline employees, and how does these failures can be minimized which contribute to stress and burnout among hospitality sector employees?

1. If you have faced a rude customer, have you observed if customer was wrong so how did it affected you? (Customer Failure and Stress)
2. What kind of situations have you faced during job at front-line office? (Types of customer failure)
3. Do you think Customer Failure affects your daily routine? (Investigation of stress)
4. Have you ever been to a situation where you felt things are out of control? (Investigation of burnout condition)
5. Have you felt fatigue while performing your duty? (Investigation of stress)

### Questions related to RQ:3.

*How can Artificial Intelligence serve as a tool to minimize the customer failure leading to ill-being of frontline employees.*

1. How can I minimize the impact of customer failure by introducing AI System in frontline offices? (AI and Well-being)
2. Do you think AI can cover up the stress created by customer failure?
3. How AI can serve as a tool for improved employee well-being?
4. In your opinion what AI tools could be use to minimize customer failure?



**Appendix # 2**

Code Books

**Code Book Research Question 1****Research Question One – Code Book**

<b>Folder</b>	<b>Name</b>	<b>No of References in Data</b>
Nodes\RQ 1	Accepted Customer Failure	16
Nodes\RQ 1	Angry Customers	14
Nodes\RQ 1	Appreciation at Work	21
Nodes\RQ 1	Appreciation by Boss	1
Nodes\RQ 1	Attitude of Customers	1
Nodes\RQ 1	Behavior of Boss	1
Nodes\RQ 1	Blackmailing Customer	1
Nodes\RQ 1	Calm Employee	1
Nodes\RQ 1	Caring Boss	2
Nodes\RQ 1	Challenges in Hospitality	1
Nodes\RQ 1	Complaining Customer	2
Nodes\RQ 1	Convincing the Customer	1
Nodes\RQ 1	Cooperative Boss	3
Nodes\RQ 1	Cooperative Customer	1
Nodes\RQ 1	Customer Apologies	1
Nodes\RQ 1	Customer as Marketing agent	3
Nodes\RQ 1	Customer as Marketing agent\Appreciation by Customer	6
Nodes\RQ 1	Customer Complaints	4
Nodes\RQ 1	Customer Entertainment	1
Nodes\RQ 1	Customer Failure - Customer Apologizes	2
Nodes\RQ 1	Customer Failure - Customer's Fault	5
Nodes\RQ 1	Customer Failure - Lying	2
Nodes\RQ 1	Customer Failure - Management's Fault	1
Nodes\RQ 1	Customer Failure - Technical Fault	1
Nodes\RQ 1	Customer Feedback	1
Nodes\RQ 1	Customer flow	1
Nodes\RQ 1	Customer Flow (2)	1
Nodes\RQ 1	Customer Footfall - Performance	1
Nodes\RQ 1	Customer harming the Employee	1
Nodes\RQ 1	Customer in tough situation	1

Nodes\\RQ 1	Customer Interaction	2
Nodes\\RQ 1	Customer is always Right - Strategy	4
Nodes\\RQ 1	Customer not paying dues	3
Nodes\\RQ 1	Customer Pressure	2
Nodes\\RQ 1	Customer Satisfaction	5
Nodes\\RQ 1	Customer verification	1
Nodes\\RQ 1	Customers' Personal Problems	1
Nodes\\RQ 1	Customer's Personality	1
Nodes\\RQ 1	Customers without Identity	1
Nodes\\RQ 1	Delayed Salaries	1
Nodes\\RQ 1	Demanding Customers	2
Nodes\\RQ 1	Different Nature of Customers	14
Nodes\\RQ 1	Difficult Situations	1
Nodes\\RQ 1	Discipline at Work	1
Nodes\\RQ 1	Doubtful Customer	2
Nodes\\RQ 1	Downfall at Hotel	2
Nodes\\RQ 1	Ease of Online Dealing	2
Nodes\\RQ 1	Easy Job	2
Nodes\\RQ 1	Easy Job (2)	1
Nodes\\RQ 1	Educated Staff	3
Nodes\\RQ 1	Ego of Customer	4
Nodes\\RQ 1	Employee Sacrifices	1
Nodes\\RQ 1	Employee Apologizes	8
Nodes\\RQ 1	Employee Behavior with each other	1
Nodes\\RQ 1	Employee Behavior with customer	1
Nodes\\RQ 1	Employee Communication	1
Nodes\\RQ 1	Employee Cooperation	12
Nodes\\RQ 1	Employee Dedication	4
Nodes\\RQ 1	Employee Demotivation	1
Nodes\\RQ 1	Employee Dissatisfaction	2
Nodes\\RQ 1	Employee Efforts with Customers	31
Nodes\\RQ 1	Employee Engagement Activities	1
Nodes\\RQ 1	Employee Ethics	1
Nodes\\RQ 1	Employee Feelings	1
Nodes\\RQ 1	Employee Growth & Development	2
Nodes\\RQ 1	Employee Honesty	1
Nodes\\RQ 1	Employee Learning Attitude	1
Nodes\\RQ 1	Employee Motivation	1
Nodes\\RQ 1	Employee needing Guidance	1
Nodes\\RQ 1	Employee Observation	1
Nodes\\RQ 1	Employee Performance	21
Nodes\\RQ 1	Employee Promotion	1

Nodes\RQ 1	Employee Satisfaction	29
Nodes\RQ 1	Employee Stress	2
Nodes\RQ 1	Employee Tiredness	1
Nodes\RQ 1	Employee Tolerance	1
Nodes\RQ 1	Employee try to Improve	1
Nodes\RQ 1	Employee-Customer Relations	4
Nodes\RQ 1	Employees hiding mistakes	1
Nodes\RQ 1	Employee's Self-Assessment	1
Nodes\RQ 1	Employees' Strategies	3
Nodes\RQ 1	Employee's Strategy to deal Rude Customer	1
Nodes\RQ 1	Employees well informed	1
Nodes\RQ 1	Engaged Employee	1
Nodes\RQ 1	Enjoyment at Work	13
Nodes\RQ 1	Experienced Employees	5
Nodes\RQ 1	Experienced Employees (2)	1
Nodes\RQ 1	External Factors affecting Hotel Industry	7
Nodes\RQ 1	Facilitation of Customer	5
Nodes\RQ 1	Family Business	1
Nodes\RQ 1	Female Employees facing Issues at workplace	1
Nodes\RQ 1	Friendly Environment	5
Nodes\RQ 1	Frontline Challenges	1
Nodes\RQ 1	Fun at Work	1
Nodes\RQ 1	Gender Role	1
Nodes\RQ 1	Good Boss	7
Nodes\RQ 1	Good Business	1
Nodes\RQ 1	Good Customer Behavior	3
Nodes\RQ 1	Good Customer Interaction	1
Nodes\RQ 1	Good Customers	9
Nodes\RQ 1	Good Employee Behavior	2
Nodes\RQ 1	Good Employer	1
Nodes\RQ 1	Good Nature of work	6
Nodes\RQ 1	Good Working Experience	1
Nodes\RQ 1	Happiness at work	2
Nodes\RQ 1	Happy Customer	1
Nodes\RQ 1	Happy Employee	2
Nodes\RQ 1	Happy Employee (2)	1
Nodes\RQ 1	Health	1
Nodes\RQ 1	High rates	1
Nodes\RQ 1	Hotel's Policy	2
Nodes\RQ 1	Housekeeping Issues	3
Nodes\RQ 1	Hyper Customer	1
Nodes\RQ 1	Incentives	1

Nodes\RQ 1	Incidents at Workplace	1
Nodes\RQ 1	Indirect Customer complaints	1
Nodes\RQ 1	Inspiring Boss	1
Nodes\RQ 1	Job Description	1
Nodes\RQ 1	Job Satisfaction	25
Nodes\RQ 1	Learning at Workplace	14
Nodes\RQ 1	Liability on Employees	1
Nodes\RQ 1	Low Salary Package	2
Nodes\RQ 1	Motivation at work	4
Nodes\RQ 1	Negotiation with Customer	3
Nodes\RQ 1	New Node (3)\Employee Burnout	2
Nodes\RQ 1	No Apology from Customer	1
Nodes\RQ 1	No Appreciation	1
Nodes\RQ 1	No Biasness at work	1
Nodes\RQ 1	No Employee Reward	1
Nodes\RQ 1	No Extra Facilitation	1
Nodes\RQ 1	Non Cooperative Colleague	5
Nodes\RQ 1	Non Cooperative Supervisor	1
Nodes\RQ 1	National Customers	1
Nodes\RQ 1	Online Customer Dealing	3
Nodes\RQ 1	Open Door Policy	2
Nodes\RQ 1	Organizational Policy	1
Nodes\RQ 1	Owner's Satisfaction	1
Nodes\RQ 1	Passion of Employees	1
Nodes\RQ 1	Patient Employee	4
Nodes\RQ 1	Peaceful Employee	1
Nodes\RQ 1	Pleasant Employee	1
Nodes\RQ 1	Police Involvement	2
Nodes\RQ 1	Polite Behavior of Employee	2
Nodes\RQ 1	Prioritizing the Customer	2
Nodes\RQ 1	Problematic Customer	2
Nodes\RQ 1	Punishment on Breaking Rules	1
Nodes\RQ 1	Purchasing Power	2
Nodes\RQ 1	Quick Decisions at work	1
Nodes\RQ 1	Rate Concessions	2
Nodes\RQ 1	Rates Flexibility	1
Nodes\RQ 1	Respect for Hierarchy	1
Nodes\RQ 1	Responsibility at Work	1
Nodes\RQ 1	Responsible	1
Nodes\RQ 1	Rude Customer	42
Nodes\RQ 1	Rude Nature of Customer	1
Nodes\RQ 1	Seasonal work at Hotel	3
Nodes\RQ 1	Security for Customers	1
Nodes\RQ 1	Self-Assessment of Hotel Management	1

Nodes\\RQ 1	Shouting Customer	3
Nodes\\RQ 1	Sincere Employee	1
Nodes\\RQ 1	Situation base dealing	1
Nodes\\RQ 1	Specific Customers	1
Nodes\\RQ 1	Staff Meeting for Improvemets	1
Nodes\\RQ 1	Staff Shortage	1
Nodes\\RQ 1	Strict Hotel Management	2
Nodes\\RQ 1	Supervisory Support	1
Nodes\\RQ 1	Things not going smoothly	2
Nodes\\RQ 1	Time well spent	1
Nodes\\RQ 1	Tough Duty	3
Nodes\\RQ 1	Tough Nature of Work	1
Nodes\\RQ 1	Tour Operators	1
Nodes\\RQ 1	Trained Staff	1
Nodes\\RQ 1	Training and Development	1
Nodes\\RQ 1	Turnover Intention	4
Nodes\\RQ 1	Uncertain Situations a t work	1
Nodes\\RQ 1	Up and Down at Hotel	2
Nodes\\RQ 1	Violent Customer	1
Nodes\\RQ 1	Work culture like Family	9
Nodes\\RQ 1	Workload	1
Nodes\\RQ 1	Workload\\Needy Customer	1
Nodes\\RQ 1	Workplace Environment	25
Nodes\\RQ 1	Workplace like Home	1
Nodes\\RQ 1	Workplace Norms	1

## Code Book Research Question 2

### Research Question Two – Code Book

Folder	Name	No of References in Data
Nodes	Appreciation by Boss	1
Nodes	Appreciation by customer	4
Nodes	Problematic Customer	2
Nodes	Rude	26
Nodes	Rude customer affecting Organization	1
Nodes	Rude Customer mentally disturb Employees	1
Nodes	Frequency of Rude Customer	1
Nodes	Customer Cheating	1
Nodes	Angry Customers	2
Nodes	Attitude of customer	1

Nodes	No Apologies by Customers	1
Nodes	Violent Customer	1
Nodes	Different Types of customers	13
Nodes	Compromise for customers	17
Nodes	Hyper Customers	1
Nodes	Burnout	
Nodes	Turnover Intention	1
Nodes	Work Load	10
Nodes	Work Load\Customer Failure - Customer's Mistake	2
Nodes	Work Load\Customer Failure - Customer's Mistake\Depressed Employee	1
Nodes	Care for customers	1
Nodes	Complaining Customers	3
Nodes	Customer complaining to get advantage	1
Nodes	Customer Complaints	2
Nodes	Customer dealing	1
Nodes	Customer dealing - to facilitate customer	5
Nodes	Customer Failure	3
Nodes	Customer failure - Customer Apologizes	3
Nodes	Customer Failure - Customer Fault - A	5
Nodes	Customer Failure - Customer Fault - A - After Compensation	1
Nodes	Customer Failure - Customer Fault - R	8
Nodes	Customer Failure - Customer Mistake	1
Nodes	Customer Failure - Customer Mistake - Altering Statements	1
Nodes	Customer Failure - Harmful Customers	1
Nodes	Customer Failure - Hotel Policy Breach	1
Nodes	Customer Failure - Intentionally - to get advantage	1
Nodes	Customer Failure - Not following Rules	1
Nodes	Customer Failure - Technical Fault	3
Nodes	Customer Failure - To get advantage	1

Nodes	Customer Failure- Management's Fault -	2
Nodes	Customer Failure - Customer Apologizes	1
Nodes	Frequency of Customer Failure	2
Nodes	Effects of Customer Failure	2
Nodes	Customer is priority	2
Nodes	Customer request for refund	1
Nodes	Customer's Expectations	1
Nodes	Customer's personal issues	2
Nodes	Demanding Customer	2
Nodes	Difficult to deal couples	1
Nodes	Doubtful Customer	1
Nodes	Difficulty in Customer Dealing	3
Nodes	No service for out of control customer	4
Nodes	Noisy Customers	1
Nodes	Out of control customers	2
Nodes	Out of control situation	4
Nodes	Shouting Customer	2
Nodes	Disturbed Employee by customer	3
Nodes	Employee feel angry	3
Nodes	Employee Stress	4
Nodes	Employee apologizing for customer's fault	1
Nodes	Employee Compromises	1
Nodes	Employee efforts to make customer happy.	1
Nodes	Problematic Customer	1
Nodes	Challenges at Front Desk	3
Nodes	Negative impact of incidents on employees	1
Nodes	Employee routine affected by rude customer	9
Nodes	Employee Struggles	1
Nodes	Employees used to behavior of customers	1
Nodes	Fatigue	14
Nodes	Fatigue (2)	1
Nodes	Fatigue - while no work	2
Nodes	No rest at work	1

Nodes	New strategy to deal rude customers	1
Nodes	Good Boss	1
Nodes	Good customer interaction	1
Nodes	good customers	2
Nodes	Good dealing with customers	1
Nodes	Good Environment	1
Nodes	good staff	1
Nodes	Employee cooperation	2
Nodes	Job Satisfaction	1
Nodes	Long working hours	1
Nodes	Long working hours	1
Nodes	Learning at Workplace	1
Nodes	Mentorship at work	1
Nodes	Motivated Employee	3
Nodes	negotiation	2
Nodes	No Fatigue at Work	8
Nodes	Phobia of losing the customer	2
Nodes	Police Check and Balance	1
Nodes	Police Involvement	1
Nodes	Regular Guests	1
Nodes	Permanent customers	1
Nodes	Respectful Customer	1
Nodes	Tip by Customer	2
Nodes	Customer apologize for rude behavior	1
Nodes	caring customer	1
Nodes	Stressful Situations	7
Nodes	Temporary effect of Customer Failure	1
Nodes	Tough Situations	2
Nodes	No refund policy	2
Nodes	Hotel policy	

### Code Book Research Question 3

Folder	Name	References
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<b>Nodes RQ 3</b>	24 Availability of AI	2
<b>Nodes RQ 3</b>	AI - Behavioral Management	1
<b>Nodes RQ 3</b>	AI - Happy Customer	1
<b>Nodes RQ 3</b>	AI affecting Hotel Industry	1
<b>Nodes RQ 3</b>	AI affecting Jobs	1
<b>Nodes RQ 3</b>	AI minimizing role of Human	1
<b>Nodes RQ 3</b>	AI and Well-being	1
<b>Nodes RQ 3</b>	AI as threat to Employment	1
<b>Nodes RQ 3</b>	AI can relax Human	1
<b>Nodes RQ 3</b>	AI helping Employees	2
<b>Nodes RQ 3</b>	AI depends on Customers	1
<b>Nodes RQ 3</b>	AI cannot Apologize	1
<b>Nodes RQ 3</b>	AI cannot beat Human	1
<b>Nodes RQ 3</b>	AI cannot Convince	1
<b>Nodes RQ 3</b>	AI cannot Dishes better	1
<b>Nodes RQ 3</b>	AI cannot minimize Customer Failure	1
<b>Nodes RQ 3</b>	AI cannot Negotiate	3
<b>Nodes RQ 3</b>	AI cannot Observe well	2
<b>Nodes RQ 3</b>	AI cannot understand Emotions	2
<b>Nodes RQ 3</b>	AI cannot understand Human-Human Interaction	2
<b>Nodes RQ 3</b>	AI cannot work alone	1
<b>Nodes RQ 3</b>	AI cannot work in Front office	1
<b>Nodes RQ 3</b>	AI cannot work like Human	4
<b>Nodes RQ 3</b>	AI cannot work without Human	1
<b>Nodes RQ 3</b>	AI is controlled by Humans	2
<b>Nodes RQ 3</b>	AI is limited	4
<b>Nodes RQ 3</b>	AI is Man-made	2
<b>Nodes RQ 3</b>	AI for Big Hotels	1
<b>Nodes RQ 3</b>	AI is Must	1
<b>Nodes RQ 3</b>	AI is useful	2
<b>Nodes RQ 3</b>	AI is a good thing	1
<b>Nodes RQ 3</b>	AI presence and availability	1
<b>Nodes RQ 3</b>	AI needed as per Customer's Requirements	1
<b>Nodes RQ 3</b>	AI is not Trustworthy	4
<b>Nodes RQ 3</b>	AI as barrier for Problematic customers	1
<b>Nodes RQ 3</b>	AI reduces Customer Failure	2
<b>Nodes RQ 3</b>	AI protect from Rude customer	3
<b>Nodes RQ 3</b>	AI reducing Problems	1
<b>Nodes RQ 3</b>	AI reducing Stress	11
<b>Nodes RQ 3</b>	AI reducing Tension	1

<b>Nodes RQ 3</b>	AI reducing Workload	3
<b>Nodes RQ 3</b>	AI dealing Angry Customer	2
<b>Nodes RQ 3</b>	Relief to employees by AI	2
<b>Nodes RQ 3</b>	AI REPLACING HUMAN	2
<b>Nodes RQ 3</b>	AI replacing Human	2
<b>Nodes RQ 3</b>	AI to help customer lift luggage	1
<b>Nodes RQ 3</b>	AI shifting Manual Work	1
<b>Nodes RQ 3</b>	AI taking Order	2
<b>Nodes RQ 3</b>	Benefits of AI	4
<b>Nodes RQ 3</b>	Booking by AI	1
<b>Nodes RQ 3</b>	Efficiency of AI	2
<b>Nodes RQ 3</b>	Ease of work by AI	1
<b>Nodes RQ 3</b>	No fatigue for Machine	1
<b>Nodes RQ 3</b>	No food, Salary or demands of AI	1
<b>Nodes RQ 3</b>	Problematic Customer scared of AI	1
<b>Nodes RQ 3</b>	Dealing Rude Customer	4
<b>Nodes RQ 3</b>	Robot deals better in conflicts	1
<b>Nodes RQ 3</b>	Robot Serving Food	1
<b>Nodes RQ 3</b>	AI saving Time	1
<b>Nodes RQ 3</b>	AI registering Customers	1
<b>Nodes RQ 3</b>	AI Protecting Employees	1
<b>Nodes RQ 3</b>	AI providing Services	1
<b>Nodes RQ 3</b>	AI - doing things computerized	1
<b>Nodes RQ 3</b>	AI as Attraction	1
<b>Nodes RQ 3</b>	AI is an advantage to management	5
<b>Nodes RQ 3</b>	AI can be helpful	2
<b>Nodes RQ 3</b>	AI can deal customer complaints	1
<b>Nodes RQ 3</b>	AI can do Check-ins	1
<b>Nodes RQ 3</b>	AI can satisfy Customer	1
<b>Nodes RQ 3</b>	AI can make payments	1
<b>Nodes RQ 3</b>	AI can do Housekeeping	5
<b>Nodes RQ 3</b>	AI as Human Partner	3
<b>Nodes RQ 3</b>	AI can deal Customers	1
<b>Nodes RQ 3</b>	AI Dealing Customers	2
<b>Nodes RQ 3</b>	AI dealing Human	1
<b>Nodes RQ 3</b>	AI dealing in Hotels	1
<b>Nodes RQ 3</b>	AI dealing Rude Customer	1
<b>Nodes RQ 3</b>	AI as Waiter	2
<b>Nodes RQ 3</b>	AI at Front office	1
<b>Nodes RQ 3</b>	AI attracting customers	1
<b>Nodes RQ 3</b>	AI can be brought in Front Office	2
<b>Nodes RQ 3</b>	AI do not need Rest	1
<b>Nodes RQ 3</b>	AI facilitating Customers	1

<b>Nodes RQ 3</b>	AI foe Technical Job	1
<b>Nodes RQ 3</b>	AI for late night check-ins	1
<b>Nodes RQ 3</b>	AI fulfilling customer needs	1
<b>Nodes RQ 3</b>	AI Good at Reception	1
<b>Nodes RQ 3</b>	Complaint launch by AI	2
<b>Nodes RQ 3</b>	Indirect dealing with customer	1
<b>Nodes RQ 3</b>	AI works properly	1
<b>Nodes RQ 3</b>	AI and Happy Customer	2
<b>Nodes RQ 3</b>	AI work on Specific Instructions	6
<b>Nodes RQ 3</b>	AI working better than Humans	2
<b>Nodes RQ 3</b>	Better control by AI	1
<b>Nodes RQ 3</b>	Machine cannot Dodge	1
<b>Nodes RQ 3</b>	Alternative of Joblessness	2
<b>Nodes RQ 3</b>	Customer Dis-satisfaction	1
<b>Nodes RQ 3</b>	Customer Interaction is difficult for AI	1
<b>Nodes RQ 3</b>	Customer will be subordinate of AI	1
<b>Nodes RQ 3</b>	Difference between AI and Human	2
<b>Nodes RQ 3</b>	Disadvantage of AI	1
<b>Nodes RQ 3</b>	Improper working of AI	1
<b>Nodes RQ 3</b>	No Responsibility	1
<b>Nodes RQ 3</b>	No Advantage of AI	1
<b>Nodes RQ 3</b>	No good service by AI	1
<b>Nodes RQ 3</b>	AI has no disadvantage	1
<b>Nodes RQ 3</b>	AI has no feelings	4
<b>Nodes RQ 3</b>	AI has no Heart	1
<b>Nodes RQ 3</b>	Catharsis	1
<b>Nodes RQ 3</b>	AI works in flow	1
<b>Nodes RQ 3</b>	Disturb customer	1
<b>Nodes RQ 3</b>	Drunk Customer	1
<b>Nodes RQ 3</b>	Educated customers are needed	1
<b>Nodes RQ 3</b>	Education needs for AI	6
<b>Nodes RQ 3</b>	Un educated - Customer	1
<b>Nodes RQ 3</b>	Un educated - Management	1
<b>Nodes RQ 3</b>	Uneducated people	1
<b>Nodes RQ 3</b>	Firing Employees	1
<b>Nodes RQ 3</b>	Loss of Jobs	12
<b>Nodes RQ 3</b>	UNEMPLOYMENT	7
<b>Nodes RQ 3</b>	Role of Labor is reduced by AI	1
<b>Nodes RQ 3</b>	No need for employees	2
<b>Nodes RQ 3</b>	AI reducing workforce	1
<b>Nodes RQ 3</b>	Joblessness	3

<b>Nodes RQ 3</b>	Human can perform better in Situations than AI	3
<b>Nodes RQ 3</b>	Human Work Better than AI	2
<b>Nodes RQ 3</b>	Technology cannot deal better	1
<b>Nodes RQ 3</b>	Trust in Work with Hands	1
<b>Nodes RQ 3</b>	Need of Human	1
<b>Nodes RQ 3</b>	How AI will read mentality of CUSTOMERS	3
<b>Nodes RQ 3</b>	Human body language and AI	1
<b>Nodes RQ 3</b>	less burden due to AI	2
<b>Nodes RQ 3</b>	National condition	1
<b>Nodes RQ 3</b>	National Situation	2
<b>Nodes RQ 3</b>	National VS Intl - AI	1
<b>Nodes RQ 3</b>	Need of AI Advancement	1
<b>Nodes RQ 3</b>	WE ARE DEVELOPING	1
<b>Nodes RQ 3</b>	Location matter for AI invention	1
<b>Nodes RQ 3</b>	AI - in International Market	4
<b>Nodes RQ 3</b>	AI and Current Situation	1
<b>Nodes RQ 3</b>	Electricity Shortage	
<b>Nodes RQ 3</b>	Change Acceptance - Rejection	1
<b>Nodes RQ 3</b>	CULTURAL BARRIERS FOR Ai	1
<b>Nodes RQ 3</b>	Challenge to understand customer	1
<b>Nodes RQ 3</b>	AI - Technical Fault	4
<b>Nodes RQ 3</b>	AI can fail	1
<b>Nodes RQ 3</b>	AI can lose customer	2
<b>Nodes RQ 3</b>	AI can not work deeply	1
<b>Nodes RQ 3</b>	Robot cannot act like Human	1
<b>Nodes RQ 3</b>	Role of human	1
<b>Nodes RQ 3</b>	You cannot rely on AI	1

**Appendix # 3****Codes and Subthemes**

## Codes and Subthemes Research Question 1

Codes	References	Sub-Themes
Angry Customers, Attitude of Customers, Blackmailing Customer, Customer Feedback, Customer harming the Employee, Customer in tough situation, Ego of Customer, Hyper Customer, Problematic Customer, Rude Nature of Customer, Shouting Customer, Violent Customer	31	Customer Behaviour
Appreciation at Work	21	Work-Place Appreciation
Appreciation by Boss	1	
Customers' Personal Problems, Customer's Personality, Customer verification, Customer Satisfaction, Customers without Identity, Demanding Customers, Difficult Situations, Doubtful Customer	12	Satisfying Customers with issues
Employee Cooperation, Employee Communication, Employee Dedication	12 +4+1	Cooperation at work
Employee Efforts with Customers, Negotiation with Customer, Convincing the Customer, Negotiation	31 + 4 + 2 + 2	Employee Efforts with Customers
Employee Performance	21	Employee Performance
Employee Satisfaction	29	Employee Satisfaction
Enjoyment at Work, Enjoyment at Work	14	Work Place Enjoyment
Job Satisfaction	25	Job Satisfaction
Learning at Workplace	14	Learning & DEVELOPMENT
Workculture like Family, Workplace like Home, Friendly Environment	10 + 5	Family Like Environment
Easy Job (2), Ease of Online Dealing, Good Working Experience, Happiness at work, Happy Employee, Workplace Happiness, Easiness of Job	8 +3	Workplace Support
Workplace Environment	25	Work Place Environment

Customer Complaints	4	
Customer Failure - Customer Appologizes	2	Customer Failure
Customer Failure - Customer's Fault	5	
Customer Failure - Lying	2	
Customer Failure - Management's Fault	1	
Customer Failure - Technical Fault	1	
Different Nature of Customers, Customer Interaction, Customer not paying dues, Customer Flow, Customer Footfall	14 + 1+2 + 3	
Delayed Salaries, Discipline at Work, Low Salary Package, No Employee Reward, Punishment on Breaking Rules, Quick Decisions at work, Responsibility at Work, Situation base dealing, Challenges in Hospitality, Workload, Tough Work	7 + 4	Employees facing issues at workplace
Customer is always Right - Strategy, Customer is Priority	4	Prioritizing the Customer
Rude Customer	42	Rude Customer
Employee Learning Attitude, Employee Motivation, Employee needing Guidance, Learning Attitude, Employee Ethics, Employee Feelings, Employee Honesty, Employee Observation, Employee Tolerance, Engaged Employee, Employee's Self-Assessment, Employee Behaviour with customer, Employee Behaviour with each other,	6+2 + 2 + 1 + 2	Self Motivated Employees
Behaviour of Boss, Caring Boss, Cooperative Boss, Good Behaviour of Boss, Good Employer, Inspiring Boss	1+1+3 + 7 + 1 + 1	Boss Behaviour
Employee Apologizes, Employee Sacrifices	8 + 1	Employee Apologies
Employees' Strategies, Employee's Strategy to deal Rude Customer, Experienced Employees, Employees well informed, Educated Staff, Employee-Customer Relations, Good Employee Behaviour, Patient Employee, Peaceful Employee	14 + 4 + 2 + 6	Employee Strategies and Experiences
Gender Role, Female Employees facing Issues at workplace	2	Gender Role
Employee Engagement Activities, Employee Growth & Development, Employee Promotion	3	Workplace Initiatives
Employee Stress - Employee Demotivation, Employee Dissatisfaction, Employee Tiredness	2 + 3	Stress
Downfall at Hotel, Employees hiding mistakes, Family	3 + 1 + 2 +	Internal Factors

Business, Frontline Challenges, Housekeeping Issues, Incidents at Workplace, Incentives, Non Cooperative Colleague, Non Cooperative Supervisor, Security for Customers, Strict Hotel Management, Staff Shortage + Things not going smoothly + Uncertain Situations at work	1 + 1 + 6 + 1 + 3 + 2	affecting Industry	Hotel
External Factors, No Apology from Customer, Police Involvement, Seasonal work at Hotel, Tour Operators, Up and Down at Hotel Industry	8 + 2 + 3	External affecting Industry	Hotel
Good Customer Behaviour, Good Customer Interaction, Good Customers	5 + 1 + 9	Good Customer	
Trained Staff, Training and Development, Workplace learning	2 + 14	Employee Training and Development	
Good Nature of work, Good Business	7	Nature Business	of
Open Door Policy, Organizational Policy	3	Policy	
Purchasing Power	2	Purchasing Power	
Sincere Employee, Calm Employee, Employee Patience	3	Good Employee	
Turnover Intention	4	Turnover Intention	

#### Codes and Subthemes Research Question 2

Codes	References	Sub Themes
Appreciation by Boss	1	APPRECIATION AT WORKPLACE
Appreciation by customer	4	
Problematic Customer	2	Reasons of Employee Stress
Rude	26	
Rude customer affecting Organization	1	
Rude Customer mentally disturb Employees	1	
Frequency of Rude Customer	1	
Customer Cheating	1	
Angry Customers	2	
Attitude of customer	1	
No Apologies by Customers	1	
Violent Customer	1	
Different Types of customers	13	
Compromise for customers	17	
Hyper Customers	1	
Burnout		Burnout

Turnover Intention	1	
Work Load	10	Work Load
Work Load\Customer Failure - Customer's Mistake	2	
Work Load\Customer Failure - Customer's Mistake\Depressed Employee	1	
Care for customers	1	Customer Complaints and Dealing
Complaining Customers	3	
Customer complaining to get advantage	1	
Customer Complaints	2	
Customer dealing	1	
Customer dealing - to facilitate customer	5	
Customer Failure	3	Customer Failure and Its Types
Customer failure - Customer Apologizes	3	
Customer Failure - Customer Fault - A	5	
Customer Failure - Customer Fault - A - After Compensation	1	
Customer Failure - Customer Fault - R	8	
Customer Failure - Customer Fault - R\New Node	0	
Customer Failure - Customer Mistake	1	
Customer Failure - Customer Mistake - Altering Statements	1	
Customer Failure - Harmful Customers	1	
Customer Failure - Hotel Policy Breach	1	
Customer Failure - Intentionally - to get advantage	1	
Customer Failure - Not following Rules	1	
Customer Failure - Technical Fault	3	
Customer Failure - To get advantage	1	
Customer Failure- Management's Fault -	2	
Customer Failure - Customer Apologizes	1	
Frequency of Customer Failure	2	
Effects of Customer Failure	2	
Customer is priority	2	Customer First strategy



Customer request for refund	1	
Customer's Expectations	1	
Customer's personal issues	2	Issues of Customers
Demanding Customer	2	
Difficult to deal couples	1	
Doubtful Customer	1	
Difficulty in Customer Dealing	3	
No service for out of control customer	4	
Noisy Customers	1	
Out of control customers	2	
Out of control situation	4	
Shouting Customer	2	
Disturbed Employee by customer	3	Employee Stress
Employee feel angry	3	
Employee Stress	4	
Employee apologizing for customer's fault	1	Compromise by Employees
Employee Compromises	1	
Employee efforts to make customer happy.	1	Efforts by Employees
Problematic Customer	1	Front Line Challenges
Challenges at Front Desk	3	
Negative impact of incidents on employees	1	
Employee routine affected by rude customer	9	Effects on Employee Routine
Employee Struggles	1	
Employees used to behavior of customers	1	
Fatigue	14	Fatigue at Work
Fatigue (2)	1	
Fatigue - while no work	2	
No rest at work	1	
New strategy to deal rude customers	1	
Good Boss	1	Good Behaviors
Good customer interaction	1	
good customers	2	
Good dealing with customers	1	
Good Environment	1	
good staff	1	
Employee cooperation	2	
Job Satisfaction	1	Employee Job Satisfaction

Long working hours	1	Long Duty
Long working hours	1	
Learning at Workplace	1	Workplace Learning
Mentorship at work	1	
Motivated Employee	3	Employee Motivation
negotiation	2	Negotiation
No Fatigue at Work	8	No Fatigue
Phobia of losing the customer	2	Phobia of Losing Customer
Police Check and Balance	1	Involvement of Police
Police Involvement	1	
Regular Guests	1	Regular Customers
Permanaent customers	1	
Respectful Customer	1	Good Customer Behavior
Tip by Customer	2	
Customer appologize for rude behavior	1	
caring customer	1	
Stressful Situations	7	Stressful Situations
Temperory effect of Customer Failure	1	
Tough Situations	2	
No refund policy	2	Hotel Policy
Hotel policy		

### Codes and Subthemes Research Question 3

Codes	References	Sub Themes
24 Availability of AI	2	Availability of AI
AI - Behavioral Management	1	AI in Management
AI - Happy Customer	1	
AI affecting Hotel Industry	1	Effects of AI
AI affecting Jobs	1	Un employment
AI minimizing role of Human	1	
AI and Well-being	1	AI improving Well-being
AI as threat to Employment	1	
AI can relax Human	1	
AI helping Employees	2	
AI depends on Customers	1	
AI cannot Apologize	1	Limits of AI
AI cannot beat Human	1	
AI cannot Convince	1	
AI cannot Dishes better	1	

AI cannot minimize Customer Failure	1	
AI cannot Negotiate	3	
AI cannot Observe well	2	
AI cannot understand Emotions	2	
AI cannot understand Human-Human Interaction	2	
AI cannot work alone	1	
AI cannot work in Front office	1	
AI cannot work like Human	4	
AI cannot work without Human	1	
AI is controlled by Humans	2	
AI is limited	4	
AI is Man-made	2	
AI for Big Hotels	1	
AI is Must	1	Importance of AI
AI is useful	2	
AI is a good thing	1	
AI presence and availability	1	
AI needed as per Customer's Requirements	1	
AI is not Trustworthy	4	No Trust in AI
AI as barrier for Problematic customers	1	AI reducing Customer Failure
AI reduces Customer Failure	2	
AI protect from Rude customer	3	
AI reducing Problems	1	
AI reducing Stress	11	AI minimizing Stress
AI reducing Tension	1	
AI reducing Workload	3	AI reducing Workload
AI dealing Angry Customer	2	
Relief to employees by AI	2	
AI REPLACING HUMAN	2	AI replacing Human
AI replacing Human	2	
AI to help customer lift luggage	1	
AI shifting Manual Work	1	
AI taking Order	2	
Benefits of AI	4	
Booking by AI	1	

Efficiency of AI	2	Benefits of AI
Ease of work by AI	1	
No fatigue for Machine	1	
No food, Salary or demands of AI	1	
Problematic Customer scared of AI	1	
Dealing Rude Customer	4	
Robot deals better in conflicts	1	
Roboto Serving Food	1	
AI saving Time	1	
AI registering Customers	1	
AI Protecting Employees	1	
AI providing Services	1	
AI - doing things computerized	1	
AI as Attraction	1	
ai ADVANTAGE TO mANAGEMENT	5	
AI can be helpful	2	
AI can deal customer complaints	1	
AI can do Check-ins	1	
AI can satisfy Customer	1	
AI can make payments	1	
AI can do Housekeeping	5	
AI as Human Partner	3	
AI can deal Customers	1	
AI Dealing Customers	2	
AI dealing Human	1	
AI dealing in Hotels	1	
AI dealing Rude Customer	1	
AI as Waiter	2	
AI at Front office	1	
AI attracting customers	1	
AI can be brought in Front Office	2	
AI do not need Rest	1	
AI facilitating Customers	1	
AI foe Technical Job	1	
AI for late night check-ins	1	
AI fulfilling customer needs	1	
AI Good at Reception	1	
Complaint launch by AI	2	

Indirect dealing with customer	1	
AI works properly	1	
AI and Happy Customer	2	
AI work on Specific Instructions	6	Limits of AI
AI working better than Humans	2	AI is better than Human
Better control by AI	1	
Machine cannot Dodge	1	
Alternative of Joblessness	2	Alternative of Joblessness
Customer Dis-satisfaction	1	Customer Dis-satisfaction
Customer Interaction is difficult for AI	1	Dis-advantages of AI
Customer will be subordinate of AI	1	
Difference between AI and Human	2	
Disadvantage of AI	1	
Improper working of AI	1	
No Responsibility	1	
No Advantage of AI	1	
No good service by AI	1	
AI has no disadvantage	1	
AI has no feelings	4	
AI has no Heart	1	
Catharsis	1	
AI works in flow	1	
Disturb customer	1	
Drunk Customer	1	
Educated customers are needed	1	Educational Needs for AI
Education needs for AI	6	
Un educated - Customer	1	

Un educated - Management	1	
Uneducated people	1	
Firing Employees	1	Unemployment
Loss of Jobs	12	
UNEMPLOYMENT	7	
Role of Labor is reduced by AI	1	
No need for employees	2	
AI reducing workforce	1	
Joblessens	3	
Human can perform better in Situations than AI	3	Human work better than AI
Human Work Better than AI	2	
Technology cannot deal better	1	
Trust in Work with Hands	1	
Need of Human	1	
How AI will read mentality of CUSTOMERS	3	
Human body language and AI	1	
less burden due to AI	2	Less Workload
National condition	1	National Situation
National Situation	2	
National VS Intl - AI	1	
Need of AI Advancement	1	
WE ARE DEVELOPING	1	
Location matter for AI invention	1	
AI - in International Market	4	
AI and Current Situation	1	
Electricity Shortage		AI Failure
Change Acceptance - Rejection	1	
CULTURAL BARRIERS FOR Ai	1	
Challeng to understand customer	1	
AI - Technical Fault	4	
AI can fail	1	
AI can lose customer	2	
AI can not work deeply	1	
Robot cannot act like Human	1	Difference of Human and AI
role OF hUMAN	1	

You cannot rely on AI

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**Appendix # 4****Sub-Themes and Themes**

## Sub-Themes and Themes Research Question 1

<b>Sub Themes</b>	<b>Themes</b>
Employee Performance	Employee Performance
Employee Satisfaction	Employee Job Satisfaction
Work Place Enjoyment	
Job Satisfaction	
Learning & DEVELOPMENT	Work Place Environment
Family Like Environment	
Workplace Support	
Work Place Environment	
Work-Place Appreciation	
Work Place Cooperation	
Workplace Initiatives	Customer Failure
Customer Failure	
Different Types of Customer Failure	Customer Failure
Employee Apologies	Customer First Strategy
Employees facing issues at the workplace	
Prioritizing the Customer	
Purchasing Power	
Employee Efforts with Customers	
Rude Customer	Rude Customer
Customer Behavior	
Purchasing Power	
Self Motivated Employees	Behaviour
Good Employee	
Boss Behavior	
Employee Strategies and Experiences	
Employee Training and Development	Trained and Experienced Employees
Internal Factors Affecting Hotel Industry	Factors Affecting the Hotel Industry
External Factors Affecting the Hotel Industry	
Nature of Business	
Policy	
Turnover Intention	

## Sub-Themes and Themes Research Question 2

**Sub Themes**

APPRECIATION AT WORKPLACE

Workplace Learning

**Themes**

Workplace Environment



Sub-Themes and Themes Research Question 3

**Sub Themes**

**Main Themes**





AI improving Well-being	
Importance of AI	
AI is better than Human	Disadvantages of AI
Un employment	
Limits of AI	
No Trust in AI AI replacing Human	
Difference of Human and AI	
Human work better than AI	
Customer Dis-satisfaction	
AI reducing Customer Failure	AI minimizing Customer Failure and ill-being
AI minimizing Stress	
AI reducing Workload	