

### Article Title

Hotel managers' perceptions towards the use of robots: A mixed-methods approach

### Citation

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### Abstract

Adopting a supply-side perspective, the paper analyses Bulgarian hotel managers' perceptions of service robots using a convergent mixed methods design. Structured quantitative data were collected from 79 managers using a questionnaire, while interviews were used for the collection of qualitative data from 20 managers. The findings indicate respondents feel that repetitive, dirty, dull, and dangerous tasks in hotels would be more appropriate for robots, while hotel managers would rather use employees for tasks that require social skills and emotional intelligence. The individual characteristics of respondents and the organisational characteristics of the hotels they currently worked in played little role in their perceptions of service robots. The managers considered that robots would decrease the quality of the service and were generally not ready to use robots. Additionally, the interviewees indicated that skilled and well-trained employees were more valuable and more adequate than robots for the hospitality and tourism industry. Theoretical and managerial implications are provided as well.

### Conclusion

From the study, few findings can be discovered. First, robots can be used for dirty and dangerous tasks like cleaning and disinfection for human employees' health and fewer workplace accidents. Moreover, repetitive and dull tasks could be given for robots while human employees' better working environment for creativity and time-saving. For hoteliers, it can be applied in operation processes by increasing service capacity to serve more customers. For robot providers, it is required to make their clients sure that their products can be used properly by offering regular training to use robots for employees. Lastly, property managers should go through analyzing the cost and benefit comprehensively from every aspect including operations, marketing, HR, and security and safety.

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