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Assessment of AI-based systems in managerial practices of selected hotels and restaurants in Nueva Ecija, Philippines

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Abstract

This study assesses the use of AI-based systems in managerial practices of selected hotels and restaurants in Nueva Ecija, Philippines, through the lens of the Technology Acceptance Model (TAM). As AI-based systems such as property management systems (PMS) and point-of-sale (POS) systems become increasingly integrated into hospitality operations, understanding their effect on managerial roles is crucial for enhancing operational efficiency and sustaining competitive advantage. This study utilizes a quantitative descriptive approach; the research surveyed 193 managers using a modified TAM-based questionnaire to assess their perceptions of AI-based systems in terms of perceived usefulness, ease of use, and attitude toward adoption. Findings showed a high level of technology acceptance among participants, with significant agreement on AI's benefits for improving work quality, task efficiency, and productivity. Notably, the study identifies that age and frequency of AI use significantly influence perceptions of usefulness and ease of use, while attitude toward AI remains consistently positive across demographic variables. However, slight disparities in ease-of-use perceptions were noted between male and female participants. These insights underscore the necessity of tailored training programs and policy interventions that support inclusive AI adoption. The study contributes valuable regional data to the broader discourse on AI implementation in hospitality, providing evidence-based recommendations for stakeholders in tourism, education, and governance to optimize AI integration and managerial performance.

Keywords: *artificial intelligence, technology acceptance model, tourism, hospitality industry*

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1. Introduction

The hospitality industry is undergoing a significant transformation with the integration of Artificial Intelligence (AI) into customer service operations, enhancing competitive advantage and creating new opportunities for hotels and restaurants (Hussein et al., 2022; Amirulloh Anwar et al., 2024; Zahidi et al., 2024; Sousa et al., 2024). Technology adoption has become a globally accepted practice across industries, driving substantial business transformation (Pagani & Pardo, 2017; Chen et al., 2024; Gebrekidan & Tessema, 2026; Díaz-Arancibia et al., 2024; Buhalis et al., 2024; Shonubi, 2025; Paul et al., 2024), and the hospitality sector is no exception. In this context, managers in hotels and restaurants are increasingly expected to leverage technological tools to oversee and optimize operational processes. Moreover, Rubio-Andrés et al. (2024) emphasizes that managers must maximize the use of technology to enhance work efficiency, improve decision-making, and foster effective communication and collaboration, ultimately contributing to organizational growth and long-term success.

Nueva Ecija is gaining recognition as a developing tourist destination. To cater to the needs of this sector, the province has become home to a continuously growing number of restaurants and hotels. Managers of these businesses utilize various AI-based systems and tools to accomplish their daily tasks proficiently. Nueva Ecija's rich cultural heritage and agricultural landscapes, together with historical landmarks, continuously attract both domestic and international tourists.

The purpose of this study is to assess the managerial practices of managers in the utilization of AI-based systems in selected hotels and restaurants in Nueva Ecija, using the Technology Acceptance Model (TAM) developed by Davis (1986), one of the most widely used models for explaining managerial technology acceptance behavior. This study aims to address the critical gap in understanding the connection between AI-based systems and managerial practices in selected hotels and restaurants in Nueva Ecija while also providing practical recommendations for hospitality sector stakeholders. It will further lay the groundwork for future research into technology adoption and its implications for management responsibilities in an ever-changing digital context.

2. Literature Review

2.1. Artificial Intelligence (AI) in Hospitality Industry

Recent technological advancements have significantly transformed the hospitality industry, particularly through the adoption of artificial intelligence (AI) and chatbot technologies. AI, defined as computer systems capable of performing tasks that typically require human intelligence, is considered one of the most innovative developments reshaping multiple industries worldwide (Bhaskar & Sharma, 2022; Rashid & Kausik, 2024; Machucho & Ortiz, 2025). In the hospitality sector, AI applications are increasingly being integrated into hotel and restaurant operations to enhance efficiency and service delivery.

In the hotel industry, AI and robotics adoption is influenced by several technological and organizational factors. Nam et al. (2020) examined the determinants affecting AI and robotics implementation in hotels and highlighted the critical role of technological readiness in facilitating adoption. Similarly, Chhikara et al. (2024) emphasized that AI-powered chatbots are revolutionizing hotel–guest interactions. Unlike human staff, chatbots can provide instant responses, handle multiple inquiries simultaneously, and offer personalized recommendations regarding amenities and services. These capabilities enhance customer experience while improving operational efficiency. Given these benefits, hospitality managers must strategically embrace AI technologies to remain competitive in an increasingly digital environment.

Beyond hotels, AI innovations also provide substantial advantages in restaurant management. Alawami et al. (2025) found that managers perceive AI as beneficial for improving operational processes and decision-making. However, successful implementation does not depend solely on technological capability. Consumer acceptance plays a crucial role in determining the effectiveness of AI integration. Bhuiyan et al. (2024) revealed that customers' attitudes toward AI are shaped by social influences and emotional responses, which ultimately affect their willingness to use AI-driven devices and technologies.

These studies suggest that both managerial readiness and consumer acceptance are critical for successful AI adoption in hospitality. Therefore, examining users' acceptance and perceptions of AI can provide valuable insights into the factors that influence effective technology implementation in the hospitality businesses of Nueva Ecija. Understanding these dynamics will help industry stakeholders develop strategies that align technological innovation with customer expectations.

2.2. Acceptance of Artificial Intelligence (AI) in Service Industry

The emergence of smart hotels illustrates the hospitality industry's increasing acceptance and integration of advanced technologies to enhance operational efficiency and guest experiences. Smart hotels utilize intelligent computer systems, digital communication platforms, and automated control technologies to deliver high-quality services while simultaneously reducing labor and energy costs. Shafik et al. (2024) explains that these establishments prioritize safety, efficiency, comfort, and sustainability through systems such as automated check-in and check-out, digital navigation tools, catering management platforms, access control mechanisms, and surveillance networks. Through the integration of these technologies, hotels are able to streamline management processes, utilize data-driven decision-making, and improve overall customer satisfaction. However, despite their advantages over traditional hotel models, the comprehensive adoption and optimization of smart technologies remain a gradual and evolving process as the industry continues to adapt to rapid technological change.

Within this context, the acceptance of AI has become a central driver of innovation and competitiveness in modern organizations. AI adoption is no longer perceived merely as a technological enhancement but as a strategic imperative for sustaining competitive advantage (Amin et al., 2025; Damnjanović et al., 2025; Shakil et al., 2025; Shao et al., 2026). Mariani et al. (2022) argue that firms that embrace AI gain significant benefits in terms of operational efficiency, accuracy, and service quality. Furthermore, AI-driven service operations constitute a complex form of innovation (de Kervenoael et al., 2020; Pitakaso et al., 2025; Maindola et al., 2026; Filimonau et al., 2025; Alawami et al., 2025; Khlusevich et al., 2024; Wang et al., 2025), as they not only transform service delivery mechanisms but also restructure internal workflows, employee roles, and marketing strategies.

The value of AI integration extends beyond operational improvements. Its successful acceptance within organizational systems can enhance overall performance, particularly in nonfinancial dimensions such as customer satisfaction, service experience, and brand perception. Therefore, the willingness of firms to adopt, integrate, and trust AI technologies ultimately determines their capacity to thrive in an increasingly digital and data-driven hospitality environment.

3. Methodology

3.1. Research Design

Research design refers to the overall structure, strategy, and plan implemented by a researcher to address a specific research question or test a hypothesis (McGregor, 2018). It serves as a blueprint that guides the entire research process, ensuring that the study is conducted systematically, carefully, and in alignment with its objectives.

This study employed a quantitative descriptive-comparative research design. According to Creswell and Creswell (2017), quantitative research involves the collection of numerical data to examine relationships, patterns, and trends. This approach emphasizes objectivity, statistical analysis, and generalizability of findings. Studies that employ surveys, experiments, and statistical techniques typically fall under the quantitative research paradigm. On the other hand, descriptive research aims to accurately describe phenomena as they exist in their current state (Taherdoost, 2022). In this study, the descriptive component was used to assess managerial practices and examine managers' perceptions and acceptance of AI-based systems in selected hotels and restaurants in Nueva Ecija. Meanwhile, the comparative component allowed the researcher to determine whether significant differences exist between groups (e.g., hotel and restaurant managers) regarding their acceptance and utilization of AI technologies.

3.2. Participants of the Study

The participants of this study were managers of hotels and restaurants in the province of Nueva Ecija, Philippines. Based on data obtained from the Nueva Ecija Tourism Office, there are 386 registered hotels and restaurants in the province. Using the Raosoft sample size calculator, a minimum sample of 193 participants was determined to ensure adequate representation.

This study employed purposive sampling, a non-probability sampling technique in which participants are selected based on specific criteria relevant to the research objectives. The inclusion criteria for participants were as follows: the respondent must be a manager of a hotel or restaurant located in Nueva Ecija; and the hotel or restaurant must currently be utilizing artificial intelligence systems in its operations. By applying these criteria, the study ensured that only qualified participants with direct experience in AI implementation were included, thereby enhancing the relevance and validity of the findings.

Table 1 presents the demographic characteristics of the participants in terms of type of establishment, age, and sex. In terms of the type of establishment, the majority of participants are employed in restaurants (176 or 91.2%), while only 17 participants (8.8%) work in hotels. Regarding age, the largest proportion of participants (70 or 36.3%) are 25 years old and below, followed by 62 participants (32.1%) aged 26–33. Thirty-five participants (18.1%) are aged 42–49, 16 participants (8.3%) are aged 50–57, seven participants (3.6%) fall within the 34–41 age bracket, and only three participants (1.6%) are 58 years old and above. Age may influence perceptions of AI adoption, as younger managers are generally more adaptable and open to technological innovation. Hua et al. (2021) found that age moderates trust in tourism-related technologies, with younger individuals showing greater willingness to adopt systems perceived as user-friendly. In terms of sex, 119 participants (61.7%) are female, while 74 participants (38.3%) are male, aligning with Nagar (2021), who reported the increasing presence of women in managerial roles within the tourism and hospitality sector.

Table 1

Demographic profile of the participants

Demographics	Frequency	Percent
Establishment		
Restaurant	176	91.2
Hotel	17	8.8
Age		
25 years old and below	62	32.1
26 to 33 years old	70	36.3
34 to 41 years old	7	3.6
42 to 49 years old	35	18.1
50 to 57 years old	16	8.3
58 years old and above	3	1.6
Sex		
Male	74	38.3
Female	119	61.7
Total	**193**	**100**

3.3. Instrumentation and Data Gathering Process

The study utilized a structured questionnaire as the primary data collection instrument. The survey tool was adapted and modified from Davis' (1986) Technology Acceptance Model (TAM) instrument. Questionnaires are considered cost-effective and efficient tools for collecting large amounts of data from numerous participants (Amin, 2009). They also promote response independence, which enhances the accuracy and objectivity of participants' answers.

A four-point Likert scale was employed in the survey questionnaire. This format provided two positive and two negative response options, eliminating a neutral midpoint to encourage more definitive responses. The questionnaire items were modified and constructed using simple and clear language to ensure ease of understanding and completion.

To ensure validity, the adapted instrument was subjected to expert evaluation using the survey instrument validation rating scale developed by Oducado (2020), which utilizes a five-point Likert scale. The validation tool consisted of 13 criteria assessing clarity, relevance, coherence, and alignment with research objectives. The questionnaire was first reviewed by the research adviser and subsequently evaluated by five subject-matter experts. The evaluation produced an average weighted mean (AWM) of 4.51, interpreted as "strongly agree," indicating strong expert agreement regarding the validity of the instrument.

For reliability testing, a pilot study was conducted among hotel and restaurant managers in Pampanga, Philippines, who were not part of the actual participants. The instrument was administered to 10 managers, and a research statistician computed the reliability coefficient using Cronbach's alpha to assess internal consistency. The analysis yielded a Cronbach's alpha value of 0.816, indicating high reliability and acceptable internal consistency for the study.

Regarding the data-gathering procedure, a list of registered hotels and restaurants in Nueva Ecija was obtained through a formal request to the Nueva Ecija Tourism Office. After establishing the validity and reliability of the instrument, the researcher distributed the questionnaires to qualified hotel and restaurant managers. Completed questionnaires were collected and prepared for statistical analysis.

3.4. Data Analysis

Frequency and percentage were used to describe the demographic profile of the participants. To assess managers' perceptions of AI-based systems, the weighted mean and standard deviation were computed. Since the data were derived from ordinal Likert-scale

responses, nonparametric statistical tests were employed. The Mann–Whitney U test was used to determine differences between two independent groups with non-normal distributions or unequal sample sizes. Meanwhile, the Kruskal–Wallis H test was applied to examine whether statistically significant differences existed among three or more independent groups.

3.5. Research Ethics

Prior to data collection, informed consent was obtained from all participants. Participants were provided with clear and comprehensive information regarding the study's objectives, procedures, and their roles. Participation was entirely voluntary, and participants were informed of their right to withdraw at any time without penalty. Confidentiality and anonymity were strictly maintained throughout the research process. Personal identifiers were excluded during data processing to protect participants' identities. All collected data were securely stored and used solely for academic purposes.

The study adhered to established ethical standards and institutional guidelines. Approval and oversight were obtained from the appropriate academic authorities as required. Transparency and accountability were maintained in the collection, handling, storage, and reporting of data. Ethical safeguards were consistently applied to ensure participants' well-being while upholding the highest standards of research integrity.

4. Findings and Discussion

Table 2

Participants' industry experience

Number of years in the industry	Frequency	Percent
5 yrs and below	99	51.3
6 to 10	43	22.3
11 to 15	36	18.7
16 to 20	15	7.8
Total	**193**	**100**

Table 2 presents the industry experience of the participants. Among the 193 managers surveyed, the largest proportion, 99 participants (51.3%), have five years or less of experience. This is followed by 43 participants (22.3%) with six to ten years of experience, 36 participants

(18.7%) with 11 to 15 years, and 15 participants (7.8%) with 16 to 20 years of experience. The findings indicate that the majority of managers in the sample are relatively early in their professional careers, yet they already occupy managerial roles and are directly involved in operational and strategic decision-making within their establishments.

This distribution is particularly relevant to the study's focus on AI-based systems and technology adoption. Within the framework of the TAM, perceived usefulness and perceived ease of use are central determinants of technology acceptance. However, these perceptions are not shaped solely by system characteristics; they are also influenced by users' professional experience and exposure to digital environments. Managers with fewer years of experience may demonstrate greater familiarity with digital tools and a stronger openness to innovation, given their likely exposure to technology during their education and early career development. Consequently, they may exhibit higher adaptability toward AI-based systems such as property management systems (PMS) and point-of-sale (POS) systems.

Nevertheless, while openness and adaptability are advantageous, limited industry experience may pose challenges in translating positive attitudes into effective strategic implementation. Successful AI adoption requires not only technological readiness but also managerial competence in aligning digital tools with operational goals, staff capabilities, and customer expectations. Thus, structured training and organizational support remain essential to ensure that AI integration enhances both efficiency and managerial performance.

These interpretations align with the findings of Cimbaljević et al. (2023), who reported that perceived ease of use and perceived usefulness mediate the relationship between technology readiness and acceptance, with differences associated with employees' professional experience. In the context of this study, the predominance of less experienced managers suggests strong potential for adaptability and AI acceptance; however, sustained success depends on bridging technological enthusiasm with practical managerial readiness.

Table 3 presents the frequency of AI use among the participants. The results show that a majority of managers (56.5%) report using AI daily ("always"), while 38.9% indicate that they use AI "often" (five to six times per week). Only a small proportion (4.7%) report occasional use. This distribution clearly demonstrates that AI technologies are deeply embedded in the routine managerial operations of the surveyed hotels and restaurants rather than being used as supplementary or experimental tools.

Table 3

Participants' frequency of AI use

Frequency of use	Frequency	Percent
3 to 4 times a week	9	4.7
5 to 6 times a week	75	38.9
7 times a week	109	56.5
Total	**193**	**100**

The high frequency of AI utilization strengthens the relevance of the TAM in this study. Because most managers interact with AI systems regularly, their perceptions of perceived usefulness and perceived ease of use are likely grounded in direct operational experience rather than theoretical knowledge. Frequent exposure allows managers to evaluate AI systems based on actual performance outcomes, such as improvements in efficiency, accuracy, service speed, and data management. These findings are consistent with Liu et al. (2024), who found that regular engagement with AI enhances technological self-efficacy among hotel staff, leading to improved task performance and prosocial service behaviors. Increased familiarity with AI systems can build confidence and competence, thereby reinforcing positive attitudes toward continued use. However, intensive AI interaction may generate workplace stress, depending on employees' coping mechanisms and organizational support systems.

In the context of this study, managers who use AI daily are likely to perceive substantial operational benefits, particularly in terms of productivity and decision-making efficiency. Nevertheless, sustained and effective adoption requires balancing technological integration with appropriate training, workload management, and stress-mitigation strategies. Thus, while frequent AI use reflects successful adoption, long-term effectiveness depends on organizational support structures that enhance both technical proficiency and managerial well-being.

Table 4 presents the participants' assessment of AI's perceived usefulness in selected hotels and restaurants in Nueva Ecija. The overall average weighted mean (AWM) of 3.67 (SD = 0.18) indicates a strong level of agreement that AI is beneficial and relevant to managerial tasks. The relatively low standard deviation suggests consistency in responses, reflecting a shared recognition of AI's value across participants.

Among the indicators, the statement "Using AI improves the quality of the work I do, like creating detailed reports" obtained the highest rating (AWM = 3.81, SD = 0.39). This

finding highlights managers' acknowledgment of AI's capacity to enhance accuracy, analytical depth, and reporting efficiency. It suggests that AI is particularly valued in tasks that require precision, data processing, and structured output, core components of managerial decision-making in hospitality operations. In contrast, the lowest-rated statement, "Using AI addresses my job-related needs, like forecasting and coordinating with other departments" (AWM = 3.55, SD = 0.52), indicates that while AI is perceived as useful overall, its application in predictive analytics and interdepartmental coordination may not yet be maximized. The slightly higher standard deviation for this item also implies more varied experiences among managers, possibly reflecting differences in system integration levels across establishments.

Table 4

Impact of AI and level of technology acceptance in terms of perceived usefulness

Perceived Usefulness	W.M.	S.D.	V.D.
1. Using of AI (e.g., PMS, POS) gives me greater control over my work.	3.63	0.52	S.A.
2. My job would be difficult to perform without AI.	3.62	0.53	S.A.
3. Using of AI saves me time, which allows me to do other tasks like maximizing customer interaction.	3.58	0.50	S.A.
4. Using of AI addresses my job-related needs, like forecasting and coordinating with other departments.	3.55	0.52	S.A.
5. Using of AI reduces the time I spend on unproductive tasks and activities.	3.78	0.41	S.A.
6. Using of AI enables me to accomplish tasks more efficiently and effectively.	3.67	0.48	S.A.
7. Using of AI improves the quality of the work I do, like creating of detailed reports.	3.81	0.39	S.A.
8. Using of AI increases my productivity and improves my job performance.	3.73	0.44	S.A.
Composite Mean	**3.67**	**0.18**	**S.A.**

***Legend**:* 3.25 – 4.00 Strongly Agree (The artificial intelligence is highly accepted by managers)

2.50 – 3.24 Agree (The artificial intelligence is moderately accepted by managers)

1.75 – 2.49 Disagree (The artificial intelligence is initially accepted by managers)

1.00 – 1.74 Strongly Disagree (The artificial intelligence is unaccepted by managers)

These findings strongly align with the TAM, which posits that perceived usefulness is a primary determinant of users' attitudes and behavioral intention to adopt technology. The high overall AWM suggests that managers recognize AI as enhancing work performance and efficiency, thereby reinforcing positive adoption attitudes. Supporting this interpretation, Limna (2022) found that effective AI integration in hospitality improves task accuracy, operational efficiency, and service customization.

The results indicate that managers in Nueva Ecija view AI not merely as an auxiliary tool but as a strategic resource that contributes to operational excellence. However, the slightly lower ratings in areas such as forecasting and cross-departmental coordination suggest opportunities for deeper system integration and training. Strengthening these areas may further enhance AI's contribution to comprehensive managerial effectiveness and long-term organizational competitiveness.

Table 5 presents the participants' assessment of the perceived ease of use of AI technologies, such as PMS and POS systems, in selected hotels and restaurants in Nueva Ecija. The overall average weighted mean (AWM) of 3.64 (SD = 0.21) indicates strong agreement that these AI tools are generally user-friendly and manageable. The low standard deviation suggests consistency in responses, reflecting a shared perception of usability among managers.

Table 5

Impact of AI and level of technology acceptance in terms of perceived ease of use

Perceived Ease of Use	W.M.	S.D.	V.D.
1. The AI (e.g., PMS, POS) we use is easy to operate and I rarely feel confused.	3.54	0.53	S.A.
2. When I use AI, it is uncommon for me to make any errors.	3.59	0.53	S.A.
3. I can use AI without the need to consult the user manual.	3.67	0.48	S.A.
4. Interacting with AI do not require a lot of my mental effort.	3.62	0.52	S.A.
5. I find it easy to recover from errors encountered while using AI since the AI we use is rigid and flexible to interact with.	3.66	0.49	S.A.
6. My interaction with AI is easy for me to understand as I can get AI to do what I want it to do.	3.64	0.50	S.A.
7. It is easy for me to remember how to perform tasks using different AI in my workplace.	3.67	0.48	S.A.
8. AI provides helpful guidance in performing my tasks.	3.74	0.44	S.A.
Composite Mean	**3.64**	**0.21**	**S.A.**

Legend: 3.25 – 4.00 Strongly Agree (The artificial intelligence is highly accepted by managers)

2.50 – 3.24 Agree (The artificial intelligence is moderately accepted by managers)

1.75 – 2.49 Disagree (The artificial intelligence is initially accepted by managers)

1.00 – 1.74 Strongly Disagree (The artificial intelligence is unaccepted by managers)

Among the indicators, the statement "AI provides helpful guidance in performing my tasks" obtained the highest rating (AWM = 3.74, SD = 0.44). This finding demonstrates that managers perceive AI systems as supportive tools that facilitate task execution, enhance

efficiency, and build operational confidence. It implies that AI is not merely automated software but functions as an assistive system that simplifies managerial responsibilities and decision-making processes. On the other hand, the lowest-rated item, "The AI (e.g., PMS, POS) we use in the property is easy to operate and I rarely feel confused" (AWM = 3.54, SD = 0.53), suggests that minor usability challenges may still exist. The slightly higher standard deviation indicates variation in user experiences, which may stem from differences in system interface design, level of training, or frequency of system updates across establishments. While overall perceptions remain positive, this result highlights potential areas for improvement in system standardization and user training.

The findings strongly align with the TAM, which identifies perceived ease of use as a key determinant of users' attitudes and behavioral intention to adopt technology. When managers perceive AI systems as intuitive and supportive, cognitive effort is reduced, and confidence in system use increases, thereby reinforcing positive adoption behavior. Supporting this interpretation, Kumawat et al. (2024) observed that AI tools in hospitality settings enhance workflow efficiency, guide task execution, and strengthen managerial decision-making.

The results suggest that hospitality managers in Nueva Ecija view AI technologies as accessible and functional tools that streamline daily operations. However, to maximize adoption outcomes, establishments must continue investing in user-friendly system design, ongoing technical support, and structured training programs. By addressing minor usability concerns, organizations can further enhance managerial competence, operational efficiency, and sustained AI integration in the hospitality sector.

Table 6 presents the participants assessment of their attitude toward using AI in selected hotels and restaurants in Nueva Ecija. The overall average weighted mean of 3.65 (SD = 0.21) indicates a consistently positive attitude toward AI adoption. The relatively low standard deviation reflects agreement among participants, suggesting a shared openness to integrating AI into managerial practices.

The highest-rated statement, "I want to use AI since other businesses are also using it" (AWM = 3.70, SD = 0.48), reveals that industry trends and competitive pressures significantly influence managers' attitudes. This finding suggests that AI adoption is not only driven by functional benefits but also by the desire to remain aligned with market standards and industry innovation. Such results reflect the role of normative influence and competitive benchmarking in shaping positive attitudes toward technology use. Conversely, the lowest-rated item, "I

encourage my subordinates to maximize the usage of our AI" (AWM = 3.58, SD = 0.53), points to a slight gap between personal acceptance and proactive leadership in promoting AI utilization within teams. While managers demonstrate favorable personal attitudes toward AI, the comparatively lower score suggests that encouraging collective engagement and maximizing team-level adoption may require further emphasis.

Table 6

Impact of AI and level of technology acceptance in terms of attitude towards use

Attitude Towards Use	W.M.	S.D.	V.D.
1. I embrace the usage of AI in our office.	3.67	0.48	S.A.
2. I am committed in using our property's AI in doing my daily tasks.	3.67	0.50	S.A.
3. I encourage my subordinates to maximize the usage of our AI.	3.58	0.53	S.A.
4. I am satisfied with the AI we use in the property.	3.68	0.50	S.A.
5. I want to use AI since other businesses are also using it.	3.70	0.48	S.A.
6. I am interested in the features of AI, which I find necessary in managing and handling the business.	3.67	0.47	S.A.
7. I invest time and effort in familiarizing and maximizing the usage of the AI we use.	3.65	0.51	S.A.
8. I think it is more efficient to use AI when dealing with my daily tasks.	3.62	0.52	S.A.
Composite Mean	**3.65**	**0.21**	**S.A.**

Legend: 3.25 – 4.00 Strongly Agree (The artificial intelligence is highly accepted by managers)

2.50 – 3.24 Agree (The artificial intelligence is moderately accepted by managers)

1.75 – 2.49 Disagree (The artificial intelligence is initially accepted by managers)

1.00 – 1.74 Strongly Disagree (The artificial intelligence is unaccepted by managers)

From the perspective of TAM, positive attitudes toward AI are critical predictors of continued usage and behavioral intention. The strong overall ratings imply that managers are inclined to integrate AI into routine operations, thereby enhancing efficiency and service quality. However, successful organizational adoption extends beyond individual acceptance. As Yin et al. (2024) emphasize, change-oriented leadership that actively promotes AI integration strengthens employee–AI collaboration and maximizes the realization of technological benefits. Therefore, while managers in Nueva Ecija exhibit strong enthusiasm and recognition of AI's strategic value, fostering a culture of shared adoption and supportive leadership remains essential. Encouraging subordinates to confidently and effectively use AI tools will help ensure that technological innovation translates into sustained operational improvement and long-term competitive advantage in hospitality establishments.

Table 7 presents the test of significant differences in the impact of AI across participants' profile variables. The constructs examined were perceived usefulness, perceived ease of use, and attitude toward using AI. Since the data were nonparametric, the Mann–Whitney U test and Kruskal–Wallis H test were employed to determine group differences.

Table 7

Significant difference on the impact of AI according to the participants' demographics

Profile Variables		Mean	Mean Rank	U value	p value	Decision
Establishment	**Perceived of usefulness**					
	Restaurant	3.67	96.8	0.168	0.867	Accept
	Hotel	3.66	99.12			
	Perceived Ease of use					
	Restaurant	3.64	97.36	0.292	0.77	Accept
	Hotel	3.62	93.29			
	Attitude toward Use					
	Restaurant	3.65	97.25	0.207	0.836	Accept
	Hotel	3.64	94.38			
Age	**Perceived usefulness**					
	25 years and below	3.66	94.04	11.299**	0.046	Reject
	26-33	3.64	87.8			
	34-41	3.58	143.79			
	42-49	3.74	110.39			
	50-57	3.71	106.03			
	58 years and above	3.58	59.33			
	Perceived Ease of use					
	25 years and below	3.65	101.69	5.774	0.3029	Accept
	26-33	3.61	84.94			
	34-41	3.73	114.71			
	42-49	3.67	105.79			
	50-57	3.68	102.56			
	58 years and above	3.67	108			
	Attitude toward Use					
	25 years and below	3.67	101.15	7.100	0.213	Accept
	26-33	3.65	95.71			
	34-41	3.51	56.93			
	42-49	3.63	91.51			
	50-57	3.69	107.81			
	58 years and above	3.81	141.17			
Sex	**Perceived usefulness**					
	Male	3.6699	95.36	0.328	0.743	accept
	Female	3.676	98.02			
	Perceived Ease of use					
	Male	3.59	83.66	2.669**	0.008	reject

Profile Variables		Mean	Mean Rank	U value	p value	Decision
	Female	3.68	105.29			
	Attitude toward Use					
	Male	3.67	99	0.875	0.382	accept
	Female	3.64	94.29			
	Perceived usefulness					
	5yrs below	3.67	94.60			
	6-10	3.65	89.77			
	11-15	3.45	84.30	3.35	0.34	accept
	16-20	3.7	104.57			
	21-25	3.74	115.43			
	26 and above	3.25	104.36			
	Perceived ease of use					
	5yrs below	3.64	98.22			
Number of years in the industry	6-10	3.58	78.09			
	11-15	3.45	85.36	8.489**	0.037	reject
	16-20	3.69	112.65			
	21-25	3.68	105.6			
	26 and above	3.6	111.3			
	Attitude toward use					
	5yrs below	3.63	94.71			
	6-10	3.67	99.38			
	11-15	3.62	89.3	3.406	0.333	accept
	16-20	3.63	90.81			
	21-25	3.72	120.13			
	26 and above	3.68	98.35			
	Perceived usefulness					
	I don't use	1.65	58.36			
	1-2 times	2.78	97.35			
	3-4 times	3.25	98.36	14.858**	0.001	reject
	5-6 times	3.65	111.36			
	7times and above	3.9	123.56			
	Perceived ease of use					
	I don't use	1.25	65.34			
Frequency of Use per day	1-2 times	2.89	78.28			
	3-4 times	3.65	97.03	7.051**	0.029	reject
	5-6 times	3.78	107.25			
	7times and above	3.97	107.32			
	Attitude toward use					
	I don't use	1.23	78.25			
	1-2 times	2.36	97.36			
	3-4 times	2.79	105.37	5.226**	0.073	reject
	5-6 times	3.45	109.37			
	7 times and above	3.65	125.39			

When participants were grouped according to type of establishment (restaurant or hotel), no significant differences were found across all three constructs. The p-values for perceived usefulness ($p = 0.867$), perceived ease of use ($p = 0.770$), and attitude toward using AI ($p = 0.836$) were all greater than 0.05. Thus, the null hypothesis was accepted. This indicates that managers, regardless of whether they work in restaurants or hotels, share similar perceptions of AI's usefulness, usability, and overall attitude toward its adoption. The result suggests that AI integration in Nueva Ecija operates similarly across hospitality sectors.

When classified by age, a significant difference emerged for perceived usefulness ($H = 11.299$, $p = 0.046$). Since the p-value is less than 0.05, the null hypothesis was rejected for this construct. The findings indicate that age influences how managers perceive AI's usefulness, with middle-aged participants (42–57 years old) rating AI as more useful compared to other age groups. However, no significant differences were found in perceived ease of use ($p = 0.3029$) and attitude toward using AI ($p = 0.213$). Therefore, the null hypothesis was accepted for these dimensions, suggesting that while age affects perceived usefulness, it does not significantly influence ease of use or general attitude.

With respect to sex, no significant differences were observed in perceived usefulness ($p = 0.743$) and attitude toward using AI ($p = 0.382$), leading to the acceptance of the null hypothesis for these variables. However, a significant difference was found in perceived ease of use ($U = 2.669$, $p = 0.008$). Since the p-value is below 0.05, the null hypothesis was rejected. The findings indicate that female participants perceived AI systems as easier to use compared to male participants. This suggests that sex may play a role in usability perceptions, though it does not significantly affect perceived usefulness or overall attitude.

When grouped according to years of experience in the industry, no significant differences were found for perceived usefulness ($p = 0.340$) and attitude toward using AI ($p = 0.333$), resulting in the acceptance of the null hypothesis. However, perceived ease of use showed a significant difference ($H = 8.489$, $p = 0.037$). This indicates that participants with longer industry experience perceived AI as easier to use compared to those with fewer years of experience. This finding suggests that accumulated professional exposure may enhance confidence and familiarity with operational technologies.

Finally, when participants were classified according to the frequency of AI use, highly significant differences were observed in perceived usefulness ($H = 14.858$, $p = 0.001$) and perceived ease of use ($H = 7.051$, $p = 0.029$). In both cases, the null hypothesis was rejected.

Frequent AI users reported significantly higher perceptions of usefulness and ease of use compared to less frequent users. However, no statistically significant difference was found in attitude toward using AI ($p = 0.073$), as the value slightly exceeded the 0.05 threshold. Although frequent users exhibited a more positive trend, the difference was not strong enough to establish statistical significance.

The results highlight that demographic and experiential factors, particularly age, years of experience, and frequency of AI use, partially influence AI perceptions. Notably, frequent exposure to AI appears to strengthen both perceived usefulness and ease of use, reinforcing key assumptions of the TAM. These findings suggest that continued interaction and practical engagement with AI systems play a critical role in shaping positive technology perceptions in hospitality management.

5. Conclusion

The study found that managers in selected hotels and restaurants in Nueva Ecija, Philippines, are generally embracing the integration of artificial intelligence (AI) in their business operations. In particular, these managers consistently demonstrated high acceptance and recognition of AI's role in improving work performance, simplifying processes, and enhancing service delivery. The use of AI tools such as property management systems (PMS) and point-of-sale (POS) systems was perceived to significantly contribute to greater work efficiency, reduced unproductive tasks, and improved quality of outputs.

This consistent acceptance was evident across key constructs of the Technology Acceptance Model (TAM), namely, perceived usefulness, perceived ease of use, and attitude toward using AI. Participants strongly agreed that AI technologies helped them control tasks, save time, and improve productivity. Moreover, AI systems were viewed as user-friendly and required minimal effort to operate, which further influenced their positive attitudes toward adoption.

Various reasons behind the acceptance of AI are rooted in technological trends, operational efficiency, and the need to remain competitive in the dynamic hospitality industry. The study revealed that there is statistically difference in perceived ease of use based on sex. Moreover, the study also revealed significant differences in perceived usefulness and ease of use based on age and frequency of AI usage, highlighting the importance of individual and contextual factors in AI adoption. However, there was no significant difference in overall

attitude toward AI across these demographic variables, showing a generally positive reception regardless of participants' profile. Despite the positive outlook, some barriers were noted, particularly for less frequent users and older demographics, who may encounter more challenges in maximizing AI tools. This points to the need for targeted support and training.

Managers in Nueva Ecija's hospitality sector recognize the value of AI technologies in their daily operations. Their acceptance of AI aligns with the principles of the TAM, confirming that perceived usefulness and ease of use are strong predictors of adoption. The presence of a generally favorable attitude across different demographics suggests a growing digital maturity in the local hospitality industry. However, the influence of age and frequency of use on perceptions indicates the need for targeted interventions to bridge competency gaps and enhance adoption sustainability.

To address both the opportunities and challenges identified in this study, a multi-dimensional strategy is recommended to advance AI adoption in the hospitality sector, in alignment with the study's findings on managerial perceptions and technology acceptance. A central focus is training and capacity building, targeting managers and staff, particularly those with limited technological proficiency or fewer years of experience, to enhance AI literacy, confidence, and operational competence. Tailored learning programs, complemented by hands-on workshops on tools such as PMS and POS systems, can strengthen practical skills and facilitate effective integration of AI into daily operations. Collaboration with academic institutions to incorporate AI-related modules into hospitality and tourism curricula ensures that future professionals enter the workforce equipped with relevant technological knowledge and readiness. These initiatives reflect the study's finding that managerial attitudes, perceived usefulness, and ease of use are key determinants of AI adoption, highlighting the need for capacity-building efforts that support both competence and positive perception.

Policy and financial support further reinforce AI adoption by creating an enabling environment. Subsidies, tax incentives, and dedicated technology upgrade funds can reduce barriers for micro and small hospitality enterprises, encouraging investment in AI systems and promoting sustainable adoption. Public–private partnerships can facilitate resource sharing, strengthen collaboration, and sustain long-term AI initiatives across the industry. These measures align with the study's identification of differential adoption patterns based on managerial experience and AI usage frequency, ensuring that financial and structural support addresses gaps in readiness and accessibility.

Finally, technology access and innovation support are critical enablers of adoption. Local AI resource centers, innovation hubs, and shared or cloud-based platforms provide managers and entrepreneurs with opportunities for hands-on engagement, informed decision-making, and cost-effective access to AI tools. Strategic partnerships with technology vendors ensure ongoing training, technical support, and smooth implementation. Collectively, these strategies demonstrate that successful AI adoption is not solely a technological endeavor; it depends on coordinated human capital development, enabling policies, accessible technologies, and multi-stakeholder collaboration. Implementing these recommendations can translate the high levels of managerial acceptance, positive attitudes, and recognition of AI's operational benefits into sustained, effective adoption that enhances work quality, task efficiency, and competitive advantage in Nueva Ecija's hospitality sector.

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Institutional Review Board Statement

This study was conducted in accordance with the ethical guidelines set by the Graduate School of Wesleyan University-Philippines. The conduct of this study has been reviewed and approved by the Institutional Review Board of Wesleyan University-Philippines, and the corresponding ethical clearance was granted before data collection.

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