



**MANAGERIAL TRUST IN ARTIFICIAL INTELLIGENCE
AND ITS IMPACT ON STRATEGIC DECISION-MAKING
IN THE HOTEL INDUSTRY**

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The latest artificial intelligence (AI) technologies are rapidly entering the industry. The process of digital transformation is fundamentally changing digital operational activities, strategic management. More and more AI is being used in revenue generation systems, demand forecasting, software behavior analysis, dynamic pricing and service quality monitoring processes. The technology is directly related not only to its technical capabilities, but also to the trust of the managers using it.

The level of formation of the AI system by managers affects strategic decision-making, quality and innovation. If managers are skeptical of AI recommendations, they often return to traditional methods or decisions can be made. On the contrary, reliable trust in AI helps to gain a complete view of the market, quickly adapt to changes and gain an advantage in use.

The hotel industry is one of the industries that deals with large amounts of data. Booking systems, online reviews, information about manufacturing purchasing habits, demand changes, and prices of quality products are important sources for SI systems.

SI is widely used in some areas:

Revenue Management - maximizing profits through demand forecasting and dynamic pricing

Customer personalization - identifying and offering appropriate use of food



Operational efficiency - optimizing schedules and resource utilization

Market analysis - analyzing talent and trends

Therefore, even if these systems are not perfect, the final strategic decision is still made by a person. Therefore, the manager's attitude towards SI is a decisive factor.

Trust - this is the belief that a technology or system supports the correct, useful and profitable product. For managers, trust in IS depends on several things:

- Transparency – how IS enhances the decisions and justifications for decisions
- Accuracy – the reliability of the systems
- Stability – the consistent quality of support over time
- Sense of control – the manager's ability to control the final decision[2]

If IS is seen as a “black box”, that is, its decisions are not explained, managers will approach it with assistance. This will lead to its full use in strategic processes.

Strategic decisions will be related to defenses, investments, brand positioning and market expansion. IS systems will help in such decisions:

- Forecasting market demand in advance
- Calculating the most profitable segments
- Making investments
- Analyzing information for a new location

If managers do not trust IS support, they will rely more on intuition and experience. While this is sometimes useful, in the presence of large amounts of data, subjective decisions can lead to errors in management.

Higher support leads to:

Faster decision-making

Innovative strategies emerge



Increased competitive advantage

More efficient allocation of resources

To avoid a lack of trust[1]

A number of actions are taken in the management of trust in AI:

- Ignoring AI recommendations
- Delaying decisions
- Increasing anti-technology attitudes among employees
- Slowing down innovative development

May lag behind close people, especially in times of rapid market change.

To maintain trust in AI, managers need:

1. Education and skills. Managers understand what kind of support AI provides, are less afraid of it, and are more likely to trust it.
2. Explainable AI. Trust increases when the system can explain its decisions.
3. Phased implementation. First in small operational decisions, then at the strategic level.
4. Human-AI collaboration. AI gives recommendations, but the decision remains with the manager.[3]

AI cannot completely leave humanity behind. In the hotel business, emotional connection with guests, cultural sensitivity, and intuitive decisions play an important role. The most effective model is human-AI collaboration. AI quickly analyzes data, and humans add context and strategic vision.

In the future, AI in industry will become even more sophisticated: real demand forecasting, automatic strategic timing, and fully integrated management platforms will appear. In such conditions, managers' trust in AI will become a key factor not only for natural efficiency, but also for the survival of the business.

In short, artificial intelligence in industry is a strategic is becoming an integral part of business management. However, its real value depends on the



level of trust managers have in it. If trust is high, SI accelerates strategic decisions, reduces risks and stimulates innovation. Low trust limits the capabilities of technology and reduces competitiveness. Therefore, hotel organizations need to not only develop technological infrastructure, but also form digital literacy and a positive attitude towards SI among managers. Only then can effective and sustainable strategic management be achieved through the combination of human experience and artificial intelligence.

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