

THE FUTURE OF HYBRID WORK IN THE HOSPITALITY SECTOR IN JORDAN: CHALLENGES AND OPPORTUNITIES FOR HUMAN RESOURCES

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Abstract

This study looks at the challenges and opportunities of hybrid work for HR management in the hospitality industry in Jordan. Given the increasing prevalence of hybrid work models in the hospitality sector, it is imperative to comprehend how they affect workforce dynamics, employee well-being, and organizational efficiency. Using a qualitative and analytical technique, the study looks at labor patterns, industry trends, and present regulations to ascertain whether implementing hybrid work is practical for Jordan's hospitality industry. Findings indicate that the four primary HR strategies required for successfully integrating hybrid work are workforce digitization, flexible scheduling, labor law compliance, and effective talent management. These strategies are crucial for striking a balance between service quality, employee satisfaction, and operational effectiveness in a hybrid workplace. The study's conclusion discusses the real-world effects of hybrid work on HR procedures in Jordan's hotel industry. It offers guidance on how businesses can manage the transition to hybrid models while resolving issues unique to their industry. The study also urges further research on the long-term viability of hybrid work in the hotel industry, especially in light of changing labor laws, consumer preferences, and technological developments.

Keywords: Hybrid Work, Hospitality Sector, Human Resources, Challenges, Opportunities.

1. INTRODUCTION

In countries like Jordan, where tourism greatly stimulates the national economy, the hospitality sector is essential for economic growth (Mahmoud et al., 2021). Many industries, including the hospitality sector, are looking into implementing hybrid work models in response to the growing need for more flexible work environments worldwide. There are several potential difficulties associated with the shift to hybrid work, particularly in the area of human resource management. In this regard, the relationship between innovation and HRM practices is becoming increasingly important. According to Mahmoud et al. (2021), fostering service innovation requires efficient human resource management (HRM), especially when human capital is fully exploited. Innovation is essential to maintaining a competitive edge in the hospitality sector, where competition and customer expectations are high.

The use of hybrid work models in the hotel industry may provide unique difficulties in terms of communication, organizational efficacy, and employee engagement. According to Mahmoud et al. (2021), human resources are essential for promoting innovation, particularly when businesses deal with the complexities of a changing workforce and advancements in technology. The success of Jordan's hospitality sector depends on understanding how HR practices can strengthen the link between human capital and service innovation in light of the growing hybrid work model. This study looks at how the evolving hybrid work paradigm may affect HR procedures, highlighting how it can foster creativity while addressing the challenges of maintaining output and service quality in a dynamic workplace.

Recent economic and health problems have caused significant challenges for the hospitality sector, particularly for family-owned businesses (Caiazza et al., 2021; Khan et al., 2024). Global tourism's share of the global economy dropped from 10.3% in 2019 to 5.3% in 2020 because of the COVID-19 pandemic, with a slight recovery to 6.1% in 2021 (WTTC, 2022). About 62 million jobs were lost in 2020 as a result of this drop, and only 18 million were regained the following year. Examining how family-run hospitality firms handle crises and adapt to shifting market conditions is crucial given the industry's critical role in creating jobs, making money, and boosting exports. However, a gap remains in understanding how entrepreneurial behaviors such as innovation, proactiveness, and risk management impact these companies' crisis resilience (Khan et al., 2024), and closing this gap is crucial to creating plans that enable family-owned hospitality businesses to continue operating and thrive despite economic difficulties (UNWTO, 2022).

Immersion technology has revolutionized how businesses interact with their clientele in the hospitality and tourist sectors. Innovative approaches to customer interaction and tourism destination marketing have been made possible by the rapid development of virtual communication technology, especially during and after the COVID-19 epidemic. In their study of the metaverse's potential to enhance hospitality experiences, Laachach et al. (2024) highlight both the advantages and challenges it presents for businesses and customers.

The worldwide hospitality industry has been significantly impacted by the COVID-19 epidemic, which has forced companies to adapt to new operational frameworks like hybrid work arrangements. According to Apritado and Borbon (2022), the pandemic accelerated the transition to digital environments, leading educators to swiftly adopt online learning environments. Similar to this, hybrid labor in the hospitality sector combines in-person service delivery with distant administrative duties, offering both benefits and challenges. Human resource management must prioritize workforce adaptation, technological integration, and employee welfare as Jordan's hospitality industry adjusts to this shift to ensure long-term viability.

Like many other industries throughout the world, the hospitality sector in Jordan is undergoing transition as a result of evolving employee expectations, new work models, and technology advancements. Human resource management (HRM) has both opportunities and challenges as a result of the adoption of hybrid work models, which combine remote and on-site employment. Businesses must reconsider traditional workforce frameworks as the industry recovers from the epidemic to increase productivity and employee happiness. According to Kendricks (2024), HRM concerns in the hotel industry vary by location and are influenced by factors such as labor market conditions, technological adoption, and regulatory compliance. These variables are complicated in Jordan by the varying seasons of tourism, a diversified workforce, and shifting economic conditions.

A key sector of the Jordanian economy, the hospitality sector is undergoing rapid change as a result of new developments in technology, shifting labor standards, and worldwide trends. The Jordanian hospitality industry must assess its readiness to accept these changes, particularly concerning human resources, as hybrid work models are becoming more and more popular globally. Grasping the challenges and opportunities associated with hybrid work is vital for preserving the sector's competitiveness and service emphasis in a post-pandemic context. Ferreira and Alon (2008), in their investigation of human resource dynamics in the Chinese hotel business, present valuable insights that could assist the Jordanian setting, notably concerning workforce development, employee retention, and cross-cultural management techniques.

1.1 Statement of Problem

Organizations' workforce management practices have undergone substantial modifications as a result of the global shift toward hybrid work models. Although hybrid work has received a lot of attention in fields like technology and finance, little is known about how it affects Jordan's hospitality sector. Due to its historical reliance on in-person services, the hospitality industry has particular difficulties adjusting to hybrid work environments. This study fills in the knowledge gaps about the opportunities and difficulties of introducing hybrid work patterns in the hospitality sector, with a particular emphasis on HRM practices.

There are challenges associated with adopting the metaverse, despite the fact that it offers the hospitality sector many benefits. Businesses have challenges related to costs,

security, data, and ease of access. Furthermore, there are few actual studies demonstrating the metaverse's real-world applications, despite theoretical discussions regarding its importance in tourism. This study aims to close this gap by providing qualitative insights into how the metaverse affects Jordanian consumers and hospitality businesses.

According to Apritado and Borbon (2022), educational and training institutions faced significant obstacles while implementing online learning, particularly concerning faculty adjustment and digital readiness. Similar to this, this study looks at the challenges Jordanian hospitality businesses encounter while introducing hybrid work, with a focus on policy implementation, technology infrastructure, and employee preparedness. It specifically seeks to investigate how HR may develop plans that enhance workers' digital proficiency while preserving effective service delivery in a hybrid environment. By contrasting the hospitality sector's digital transformation strategy with that of the educational sector, this study aims to provide useful recommendations for the former.

Despite the growing global trend toward hybrid work arrangements, Jordan's hospitality industry has significant HRM challenges that prevent effective implementation. Urgent concerns include high employee turnover, difficulties keeping talent, complex regulations, and the digital transformation of HR operations. Similar issues are noted by Kendricks (2024) in the coastal hotel sector, where HR strategies must be tailored to adapt to shifting labor demands, environmental initiatives, and advancements in technology. Understanding how hybrid work may be successfully implemented to improve HR procedures while maintaining service quality is severely lacking in Jordan, given its unique economic and social setting.

1.2 Significance of the Study

This study is important because it provides a thorough grasp of how hybrid work affects Jordan's hospitality sector. By looking at the unique difficulties HR encounters in this situation, the study offers insightful information that can guide HR strategies and practices in the industry. Additionally, the study adds to the growing corpus of research on hybrid work and how it affects workforce management, especially in sectors that have historically relied on face-to-face contact.

Through an empirical evaluation of the effects of the metaverse, this study contributes to the growing understanding of digital transformation in the hospitality industry. It helps participants in the sector better understand the advantages and disadvantages of implementing immersive technologies. Additionally, it offers recommendations for effective implementation, particularly for developing nations that may face particular adoption obstacles (Laachach et al., 2024).

According to Apritado and Borbon (2022), to maintain educational standards, institutions had to make investments in faculty training and digital literacy programs due to the rapid transition to online learning during the pandemic. Similarly, Jordan's hospitality sector ought to concentrate on HR programs that give staff members the fundamental digital abilities required to thrive in a mixed workplace. Because they provide insights into the

evolving nature of work and the need for continuous professional development in a tech-oriented environment, the research findings are important for leaders in the hospitality industry, legislators, and educational institutions.

The objective of this study is to examine how HRM is affected by hybrid work patterns in Jordan's hospitality sector and to provide strategic recommendations for businesses looking to adapt to this new paradigm. This study contributes to the current discourse around the future of employment in the hotel industry by examining crucial issues such as regulatory compliance, digital workforce management, and employee engagement. According to Kendricks (2024), HRM strategies must be adaptable and forward-thinking to handle problems unique to a certain business. The findings will help Jordanian HR professionals, managers, and legislators who want to increase operational sustainability and worker resilience.

1.3 Research Question

What are the challenges and opportunities that human resource management in the hospitality sector in Jordan faces when implementing hybrid work models?

1.3.1 Research Objective

The primary objective of this research is to investigate the challenges and opportunities presented by hybrid work models for human resource management in the hospitality sector in Jordan. Specific objectives include:

1. Identifying key challenges faced by HR departments in implementing hybrid work in hospitality.
2. Exploring the opportunities for HR to improve workforce management through hybrid work models.

2. LITERATURE REVIEW

This section reviews recent research on human resource management and hybrid work models in several industries, with a focus on the hospitality sector. It examines past studies on the challenges of implementing hybrid work, including management techniques, employee involvement, and technological systems. The literature analysis also looks at the benefits of hybrid work for HR, such as increased flexibility, talent acquisition, and lower costs. This section lays the foundation for understanding the background of hybrid work in Jordan's hospitality sector.

2.1 Evolving Work Frameworks and Their Impact on Human Resource Management

Human resource management (HRM) has seen significant changes as a result of the rapid expansion of work frameworks, particularly in the hospitality sector. Businesses must modify their HRM strategies to sustain productivity and creativity as hybrid work models gain traction worldwide. In addition to highlighting the potential and difficulties associated with managing human resources in changing work environments, prior research has emphasized the critical role that HRM plays in fostering service innovation and organizational effectiveness (Akbari & Monzavi, 2015).

For the hospitality industry, hybrid work, which combines in-person and remote employment, presents both advantages and difficulties. Since effective knowledge-sharing techniques enhance organizational learning and adaptability, knowledge management plays a critical role in fostering innovation in this area. Knowledge management has a significant impact on overall performance and creativity, particularly in small and medium-sized enterprises, according to Akbari and Monzavi (2015). Similarly, Chen and Huang (2009) argue that by optimizing knowledge management capabilities, strategic HRM approaches enhance innovation performance. These findings emphasize how crucial it is for Jordanian hospitality businesses to use knowledge-sharing strategies in hybrid work environments to maintain service quality.

Adapting to hybrid work arrangements requires organizational competencies. AlMarzouqi (2019) highlights the need for strong talents in supporting service innovation, particularly in public sector companies. This perspective supports the assertion made by Buller and McEvoy (2012) that employees' ability to promote innovation-driven outcomes is increased when HRM practices are in line with business objectives. HRM must ensure that workers in a hybrid workplace have access to the tools and training they need to manage both onsite and remote work while maintaining operational effectiveness.

Furthermore, workforce management is a major obstacle to the implementation of hybrid work in the hospitality industry because of its heavy reliance on human resources. Human capital is a critical component for flexibility and competitive advantage in the hotel sector, according to Elsharnouby and Elbanna (2021). Their research highlights the need for flexible HRM practices that support employee flexibility and foster engagement and innovative service delivery. To enable the seamless integration of hybrid work models, HRM strategies must place a high priority on improving employee engagement, communication, and digital skill development, given the challenges of remote work in service industries.

2.2 Human Resource Challenges in Adopting Hybrid Work in the Hospitality Sector

Companies must address many human resources issues as Jordan's hospitality sector adjusts to hybrid work, including maintaining service excellence, raising employee engagement, and encouraging creativity in a mixed work environment. According to the literature, knowledge management, organizational skills, and strategic HRM practices are essential for overcoming these challenges. Going ahead, additional studies are necessary to investigate how HRM in the Jordanian hospitality industry can utilize hybrid work models to improve service innovation while managing the challenges of human capital in a flexible work setting.

Important factors influencing entrepreneurship in the hospitality industry, particularly in times of crisis, are highlighted in the literature. A key component of success in the hospitality sector, innovation is essential for increasing company performance and enhancing visitor experiences (Venkatraman, 1989; Kraus et al., 2018a). Additionally, being proactive—characterized by the ability to spot and take advantage of new

opportunities—is essential for sustaining financial success, especially in family-owned businesses (Pearson & Clair, 1998).

The significant effects of worldwide occurrences, like the COVID-19 pandemic, have underscored the necessity for flexible business strategies since interruptions in tourism demand require responsive operational changes (WTTC, 2022; Khan et al., 2024). Among these elements, risk management stands out as the most significant, acting as a key force behind resilience. Successful crisis management approaches help companies handle uncertainties and create new operational standards, which in turn improves long-term sustainability (Caiazza et al., 2021; Callegari & Feder, 2021).

2.3 Emerging Technologies in Hospitality: The Role of VR and the Metaverse

Earlier studies have examined the conceptual possibilities of virtual reality (VR) and the metaverse in enhancing customer experiences, employee training, and operational effectiveness in the hospitality industry (Gursoy et al., 2022; Tussyadiah et al., 2018). These technologies provide immersive options that match the changing needs of hybrid work settings, especially in aspects like remote onboarding, virtual collaboration among teams, and skills enhancement (Lu & Weber, 2023).

For managing human resources, VR and metaverse platforms offer novel tools to sustain engagement, provide interactive training, and replicate service scenarios without requiring physical presence (Strivr, 2021). As Jordan's hospitality sector adjusts to hybrid work patterns, implementing these digital solutions can assist in tackling major HR issues, such as maintaining service quality, promoting team unity, and improving employee flexibility in a technology-oriented environment.

Researchers propose that these technologies can improve customer interaction by providing tailored, immersive experiences (Laachach et al., 2024). Nevertheless, empirical verification is still restricted. Certain researchers point out the economic advantages of digital tourism, whereas others stress worries related to cybersecurity and ethical matters regarding data privacy. This research extends these conversations by implementing qualitative methods to confirm theoretical assertions.

Apritado and Borbon (2022) discovered that the implementation of learning management systems (LMS) greatly impacted teachers' skills in managing virtual classrooms, improving their adaptability and technological abilities. This shift mirrors wider patterns of digitalization in the workforce across various sectors, such as hospitality. As companies integrate AI-powered customer support, automated reservation systems, and remote administrative tasks, workers need to acquire digital skills akin to those needed in education.

Nonetheless, as noted by Apritado and Borbon (2022), embracing technology comes with its difficulties, especially regarding unequal access, reluctance to adapt, and the necessity for ongoing education. These issues are also pertinent to the hospitality industry, where gaps in digital literacy and conventional service expectations could impede the successful adoption of hybrid work.

2.4 Contemporary HRM Challenges in the Hospitality Sector

Current research on HRM in the hospitality sector highlights the difficulties of workforce shortages, elevated turnover rates, and the shift towards digitalization (Brav & Leibman, 2019; Kendrick, 2024). The primary issues include a shortage of workers, significant employee turnover, and the increasing demand for digital competency across all levels of the workforce. The COVID-19 epidemic has made these challenges worse by changing expectations for work-life balance, safety, and workplace flexibility (Baum et al., 2020). HR professionals are encouraged to reevaluate hiring practices, staff retention plans, and training programs as hospitality organizations seek to recover and adapt. The transition to digitalization—spurred by both necessity and creativity—demands the incorporation of new technologies and platforms to facilitate hybrid work, virtual collaboration, and effective service delivery (Dube et al., 2021). These continual changes necessitate flexible and progressive HRM strategies suited to a workforce that is becoming more mobile, technologically adept, and focused on values.

In the U.S. hospitality industry, high employee turnover raises hiring and training expenses and adversely affects service quality (Brav & Leibman, 2019). In a similar vein, Kendrick (2024) discovered that stability in the workforce within coastal hospitality areas is influenced by cross-cultural HRM approaches, sustainability issues, and the incorporation of technology into HR operations. In the UK, labor shortages linked to Brexit and diversity issues have made HRM more complicated (Apospori, Metochi, & Vouzas, 2018; Prowse, 2020). These insights establish a comparative basis for examining how hybrid work models could ease or worsen comparable HRM issues in Jordan's hospitality industry.

The potential of artificial intelligence (AI) to enhance customer experiences and streamline corporate procedures has generated significant interest in its application in the hospitality and tourism industry. Sharma (2024) looks at how AI-powered solutions like chatbots, personalized recommendations, and predictive analytics are changing the way this sector provides services. Previous studies have highlighted AI's ability to evaluate large datasets, predict consumer behavior, and tailor marketing tactics to suit personal preferences (Sharma, 2024). Additionally, AI-powered apps allow for instant communication, which helps businesses provide prompt assistance and improve operational efficiency. However, concerns around data privacy, high implementation costs, and potential job losses remain crucial barriers to AI adoption in the hotel industry.

Josan et al. (2024) analyze the structural variations in Romania's hotel industry, focusing on employment trends, productivity, and wage progression from 2008 to 2023. Their research highlights the importance of human resources in maintaining the industry's level of service quality and competitiveness. The study focuses on how economic shifts like the COVID-19 pandemic and the global financial crisis affect workforce stability. Consistent investment and professionalization efforts have facilitated the sector's long-term growth and recovery, although established and less developed locations differ according to infrastructure and economic factors. Despite recent trends showing an increase in the number of men working in physically demanding occupations, women

continue to make up the majority of the workforce, making gender representation another crucial consideration.

Ferreira and Alon (2008) stress that international hotel chains encounter significant human resource obstacles as they expand into emerging areas, such as a shortage of qualified personnel and difficulties adjusting to a new culture. According to their research, there is still a shortage of qualified local management staff in China, although cities like Shanghai have become hubs for foreign investment and the growth of the hospitality industry. This dependence on foreign workers has increased operating costs and sparked concerns about sustainability in the long run. Similar patterns can be anticipated in Jordan, where the hospitality sector still has infrastructure issues, a shortage of employees with a service-oriented mindset, and a poor managerial training plan, despite its potential. Comparatively speaking, Jordan's hospitality industry might likewise require specific actions to provide local employees with the abilities necessary for success in a hybrid environment. Ferreira and Alon (2008) emphasize the need to develop skills like innovation, risk-taking, and human management—qualities that are equally important in a dynamic workplace—as well as the necessity of hands-on training.

3. DISCUSSION

3.1 Navigating Hybrid Work Models: Implications for HRM in Jordan's Hospitality Industry

Human **resource** management (HRM) faces challenges and opportunities as the hospitality industry in Jordan adopts hybrid work models. These models offer significant advantages, such as increased flexibility, improved work-life balance for employees, and potential cost savings, particularly for jobs that do not directly involve customer interaction (Baum et al., 2020). These benefits are especially pertinent in Jordan, where the hospitality industry has faced difficulties in recruiting and retaining employees due to high turnover rates and the global talent shortage (Baum et al., 2020). However, there are also a lot of HRM issues with implementing hybrid work. Maintaining service excellence, which is essential in the hospitality sector, requires careful attention to how remote employees stay motivated and aligned with business goals. Furthermore, to maintain a balance between flexibility and accountability, performance management systems must adapt to hybrid work contexts (Dube et al., 2021). The development of digital skills, technological integration, and maintaining team cohesion in both virtual and real-world contexts are further concerns that HRM needs to address. Therefore, even though hybrid work offers innovative solutions to workforce problems, its successful adoption necessitates that HR specialists in Jordan's hospitality industry carefully and strategically handle these complications.

A significant challenge is upholding service excellence, as the hospitality sector depends greatly on face-to-face interactions, necessitating HRM to devise adaptable strategies that equitably manage remote and on-site roles while guaranteeing high service quality (Elsharnouby & Elbanna, 2021). Moreover, in hybrid environments, knowledge sharing and communication grow increasingly complicated, requiring the adoption of digital

collaboration tools to avoid information silos and maintain innovation (Akbari & Monzavi, 2015). Nonetheless, hybrid work presents considerable advantages, including increased employee satisfaction, greater workforce adaptability, and the potential to draw in a varied talent pool (AlMarzouqi, 2019). When combined with HR strategies, strong organizational skills can enhance service innovation and streamline workforce planning, allowing businesses to respond to market changes more effectively (Buller & McEvoy, 2012). By investing in digital transformation, continuous training, and strategic workforce management, the hospitality sector in Jordan can successfully implement hybrid work while maintaining operational excellence and fostering an innovative culture.

Family-owned hospitality businesses' ability to weather economic and public health crises depends more and more on their ability to be entrepreneurial. Although the pandemic revealed weaknesses in the tourism sector, it also emphasized the importance of creative approaches and proactive measures for sustaining businesses (Khan et al., 2024). Companies that adopted digital transformation, expanded their product lines, and adjusted to evolving consumer preferences were more strategically placed to bounce back from disruptions (UNWTO, 2022). Additionally, being proactive is crucial for discovering new revenue sources, ensuring financial stability, and staying competitive in the market (Kraus et al., 2018a). Nonetheless, the most crucial factor influencing resilience continues to be risk management. The pandemic showed that companies with strong crisis management structures were better at reducing losses and adjusting to changing economic circumstances (Caiazza et al., 2021). By combining innovation, proactive measures, and organized risk management, family-run hospitality businesses can improve their long-term viability and adaptability to upcoming challenges.

The research utilizes a qualitative method. Through thematic analysis, the researchers pinpoint important themes concerning the advantages and difficulties of the metaverse in the hospitality sector in Jordan and the hybridity work in the field. Although companies acknowledged the promise of virtual tourism to draw international tourists, worries about significant implementation expenses and accessibility challenges were often highlighted. Concerns regarding security risks and data protection are always significant for industry professionals (Laachach et al., 2024).

The transition to hybrid work in Jordan's hospitality industry poses a twofold challenge of preserving service excellence while incorporating digital technologies. Apritado and Borbon (2022) noted that teachers encountered initial challenges in adjusting to online instruction but later acknowledged the necessity for adaptability, inventiveness, and perseverance. Likewise, those in the hospitality industry should adopt technological innovations while maintaining face-to-face interactions with guests. Digital platforms, like LMS in education, have enabled effective content distribution, and a comparable method in hospitality—via remote booking management, AI-enhanced customer support, and virtual teamwork—can improve operational efficiency.

Nonetheless, institutional support is crucial for technological adaptation, as noted by Apritado and Borbon (2022). Due to inadequate infrastructure and training, many educators first encountered difficulties when utilizing digital tools. Similar issues arise in

Jordan's hospitality sector, where staff members may lack the necessary digital equipment or sufficient training to effectively use hybrid work. For a smooth transition, these shortcomings must be addressed with targeted HR strategies and investments in digital skill development.

In Jordan's hospitality industry, the hybrid work model presents both opportunities and challenges for HRM. On the one hand, it offers more flexibility, which could improve job satisfaction and help retain employees; on the other hand, it requires careful workforce planning, investment in digital resources, and adherence to evolving labor regulations. Kendricks (2024) emphasizes that HR strategies must be contextually specific, taking into account factors like seasonal workforce changes and the need for technology adaptation. In Jordan, where the economy is heavily dependent on tourism and hospitality, HRM must balance operational efficiency with employee welfare while managing labor market constraints.

Conventional marketing and customer service techniques have been significantly altered by the application of AI in the hospitality and tourism industries. Sharma (2024) emphasizes how AI-powered solutions improve client happiness by offering real-time data and customized travel recommendations. For example, predictive analytics enables businesses to anticipate client needs and tailor services appropriately, increasing consumer engagement and brand loyalty. However, the widespread application of AI raises moral and economic concerns. Strict regulatory measures are necessary to ensure ethical AI applications since the reliance on consumer data raises privacy concerns (Sharma, 2024). Furthermore, small and medium-sized businesses (SMEs), which may lack the funds to invest in advanced technology, may find it difficult to cover the upfront costs associated with implementing AI.

Josan et al. (2024) assert that human resource dynamics in the hospitality sector are closely tied to workforce professionalization, crisis adaptation strategies, and local economic situations. These observations are highly relevant when considering the future of hybrid labor in Jordan's hospitality industry. Given the trend toward flexible work arrangements, it is imperative to comprehend employment gaps and the role that HR policies play in ensuring sustainable workforce management. Based on lessons learned from Romania's experience, hybrid work methods should include regional labor distribution, compensation structures, and gender representation to increase operational efficiency and staff retention in Jordan's hotel business.

In light of Ferreira and Alon's (2008) research, the hotel sector in Jordan must conduct a complete assessment of its HR procedures to determine whether they meet the requirements of hybrid work models. Despite using international standards to deliver excellent service, foreign hotel chains in China have faced recurring issues such as high employee turnover, medical emergencies, and leadership cultural differences. In light of growing demands for flexible and remote work arrangements, these concerns are relevant to Jordanian hospitality companies trying to recover from the COVID-19 pandemic.

The industry must balance the competing demands of maintaining service quality and advancing employee well-being as it transitions to hybrid work. Important tactics include funding chances for professional development, creating inclusive and open work cultures, and implementing performance-based incentives. Since hotels in Jordan should benefit from encouraging long-term employee commitment and loyalty rather than incurring the costs associated with high turnover and continual training, Ferreira and Alon's (2008) emphasis on retention rather than recruiting is especially relevant in this context.

4. METHODOLOGY

To investigate the opinions of stakeholders in Jordan's hospitality sector about hybrid work arrangements, this study uses a qualitative methodology that includes descriptive analytical techniques. Relevant documents, policy reports, and publicly available resources such as industry journals, HR guidelines, and employee manuals are all analyzed to gather information. This method enables a thorough grasp of institutional narratives and policy perspectives on hybrid work. Thematic analysis offers crucial insights into the benefits and difficulties associated with hybrid work in human resource practices by methodically identifying, analyzing, and comprehending recurrent patterns and major themes.

5. FINDINGS

The main ideas and conclusions drawn from the qualitative data are presented in the findings section. It draws attention to the primary issues that HR departments deal with, including communication barriers, sustaining employee engagement, and guaranteeing uniformity in service delivery. It also describes how HR can increase employee work-life balance, streamline operations, and draw in a larger talent pool.

According to the study, the metaverse's immersive and customized virtual experiences significantly enhance destination marketing. However, financial constraints, security threats, and technological accessibility continue to hinder its adoption. Despite these challenges, industry experts acknowledge that the metaverse might become a vital resource for the travel and hotel industries in the future with the right financial support and legal frameworks.

According to the study's findings, there are advantages and disadvantages to hybrid work in Jordan's hospitality sector, particularly concerning staff adjustment and technological integration. Employees understand the value of adaptability, flexibility, and digital abilities in handling the ever-evolving workplace. Following global shifts in workforce expectations, many hospitality professionals understand that being "flexible, creative, and adaptable" is essential to sustaining efficiency in a hybrid work environment.

However, many barriers prevent a seamless transition to hybrid employment. Since not all employees possess the technological skills required for remote work, a significant obstacle is the disparity in digital access and expertise. Since many workers in the hotel industry are accustomed to traditional service techniques and are hesitant to adopt new

digital technologies, resistance to change remains a major challenge. Human resource management should implement strategic training programs that gradually acclimate staff to hybrid work frameworks while encouraging continuous professional development to address these problems.

Moreover, although technological progress like AI-based customer support and online booking systems can improve efficiency, their effective execution relies on cultivating a workplace environment that supports innovation. Organizations should emphasize continuous learning programs and equip employees with the essential tools to adjust to technological progress. In this way, Jordan's hospitality industry can develop a sustainable hybrid work model that harmonizes operational effectiveness with staff welfare.

Findings indicate that the effective adoption of hybrid work in Jordan's hospitality industry relies on four essential HRM strategies: digitalizing the workforce, offering flexible schedules, adhering to labor regulations, and managing talent. Kendricks (2024) emphasizes the significance of sustainability in HR strategies, especially in areas with changing labor needs. Likewise, implementing hybrid work models necessitates that HR professionals establish strong digital frameworks, promote an inclusive culture, and meet workforce training demands. Moreover, the capacity to handle crises, like economic shifts or health emergencies, is vital for maintaining a strong hospitality workforce.

According to the study's conclusions, the hospitality and tourist sector can gain a competitive advantage by strategically implementing AI. Customer retention rates are typically higher for businesses that use AI for predictive decision-making, automated services, and customized marketing. Furthermore, by optimizing pricing strategies, reducing human error, and improving booking systems, AI increases operational effectiveness. But we can't overlook the challenges associated with implementing AI. While AI can improve service delivery, the potential for AI to replace human labor remains a major concern, according to Sharma (2024). To prevent job losses and ensure the ethical application of AI, businesses must match personnel management strategies with technology advancements.

The study by Josan et al. (2024) identifies important trends that could guide the adoption of hybrid work in Jordan's hospitality sector, especially in the areas of workforce resilience, digital adaptation, and professional development. They find that economic ups and downs, like the COVID-19 pandemic, have caused major disruptions to the workforce, which is comparable to the difficulties faced by Jordan's hospitality sector, where employment levels fell precipitously but then began to recover (Alzoun, 2021). Similar to Jordan's hospitality sector, where job prospects are more plentiful in metropolitan places like Amman than in rural and less developed areas, the study also highlights the impact of regional differences in employment and pay growth (Sharif & Abukhait, 2022). Furthermore, Josan et al. (2024) draw attention to the increasing reliance on digitization and labor professionalization to enhance sector stability. To optimize operations and provide flexible work schedules, hotels and restaurants in Jordan have implemented digital booking systems and automation (Al-Khasawneh & Fenn,

2023). A gendered division of labor is also evident in a study on Jordan's hospitality sector, where women are typically employed in lower-paying, customer-facing positions. This is in line with their analysis of gender disparities, which shows that although women consistently comprise the majority of the workforce, they nonetheless experience systemic injustices (Haddad et al., 2022). This highlights the need for inclusive hybrid work policies that balance flexibility and equitable opportunities for professional advancement.

Ferreira and Alon (2008) indicate that thriving hospitality businesses emphasize employee growth, mentoring initiatives, and chances for promotion from within to enhance morale and the quality of service. When applied to Jordan, hotels can implement hybrid work models not just as logistical answers but as a component of a larger human resource approach aimed at flexibility, empowerment, and employee retention.

The Chinese example highlights the significance of adapting human resource practices to align with national cultural standards while upholding the essential values of global hospitality norms. This duality is essential for Jordan, where hospitality workers frequently navigate global expectations alongside strong cultural traditions. Consequently, hybrid work in Jordan should be context-aware, acknowledging both the technological facilitators and the personal aspect that characterizes hospitality service.

6. CONCLUSION

Based on the findings, this study acknowledges the difficulties associated with digital transformation while highlighting its significance in Jordan's hospitality sector. The pandemic has demonstrated the importance of technology proficiency and adaptability in sustaining a workforce across industries. The hospitality industry should prioritize staff training, digital resources, and hybrid work practices, much like educational institutions do concerning improving faculty abilities and digital tools for online learning. The hospitality sector in Jordan can use hybrid work models to increase operational efficiency and guarantee long-term resilience by implementing structured HR policies and fostering an innovative culture.

HRM's ability to adjust to changing labor trends while maintaining service quality will have an impact on the future of hybrid work in Jordan's hospitality sector. According to Kendricks (2024), HR issues in hospitality necessitate customized approaches that consider labor market dynamics, technological progress, and workforce diversity. This research highlights the importance of adaptable HR policies, commitment to employee growth, and strategic workforce management to ensure that hybrid work arrangements improve productivity and employee contentment. The hospitality industry in Jordan can build a competitive and sustainable future in the ever-evolving global landscape by putting proactive HRM methods into practice. AI is transforming the travel and hotel industries by enabling businesses to offer more efficient and customized services. Sharma (2024) asserts that by applying data-driven insights, AI-powered solutions can raise consumer happiness and foster company expansion. However, addressing fundamental issues like data privacy, investment costs, and labor adaptation is necessary for the successful

deployment of AI. In the future, businesses must carefully embrace AI while striking a balance between service delivery that is centered on human needs and technology innovation. The hospitality and tourism sector may fully utilize AI while maintaining moral and sustainable business practices by successfully tackling these issues.

According to a study on Jordan's hospitality sector, which highlights the necessity of workforce adaptation, hybrid work models are a workable solution for labor shortages and employee churn (Alzboun, 2021). However, for successful implementation, structured policies are required, including professional development courses, support for digital infrastructure, and flexible yet consistent work schedules (Sharif & Abukhait, 2022). Additionally, the findings of Josan et al. (2024) lend credence to the idea that hybrid work should be integrated into a more all-encompassing strategic vision for HRM in the hospitality industry. This is in line with previous research from Jordan that emphasizes the significance of flexible workforce policies in enhancing service quality and long-term company viability (Al-Khasawneh & Fenn, 2023). Jordanian hospitality organizations should put a high priority on digitization, talent development, and staff retention to establish a more robust and competitive industry and enable a smooth transition to hybrid employment.

The ability of Jordan's hospitality sector to integrate cutting-edge HR procedures with the regional socioeconomic context will determine the future of hybrid work. Jordan should anticipate similar challenges while modifying its strategies to suit local circumstances by taking inspiration from Ferreira and Alon's (2008) study of HR-related concerns in China. By prioritizing career advancement, customized training, inclusive work settings, and performance-based incentives, Jordanian hospitality companies may transform hybrid work from a reactive tactic into an innovative opportunity. In addition to increasing staff retention and happiness, this shift will make the industry more resilient to external shocks.

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