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Leveraging Artificial Intelligence to Enhance Corporate Governance in the Tourism Sector in Zimbabwe: Implications for Development

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ABSTRACT

The aim of this research was to recognise the transformative potential of Artificial Intelligence (AI) in Corporate Governance (CG) in the Zimbabwe tourism sector and assess its implications for development. The study was qualitative in nature, where data were solicited using an interview guide, with responses collected from 20 purposively selected senior employees in 5 key tourism sectors in Zimbabwe. Data were then analysed and presented thematically. Drawing from the study, major findings demonstrated that there is a significant positive impact of AI on CG effectiveness, particularly in enhancing transparency and fostering ethical decision-making. The major findings also show that AI can enhance decision-making by providing valuable insights from large volumes of data and automate certain governance processes, thereby reducing human error and bias. Based on the study results, the study concluded that by addressing the ethical implications of AI, the research can contribute to the responsible use of AI, ensuring that the benefits of AI are realized in a way that is ethical and sustainable in the Zimbabwe tourism sector. However, there is a need for a comprehensive framework for leveraging AI in CG, which balances the potential benefits of ethical and transparency issues. Future research should delve deeper into the ethical and transparency issues of AI in CG in the Zimbabwe tourism sector. This study provides a foundation for this evolution, contributing to the enhancement of CG in the era of AI for sustainable development of the tourism sector in emerging economies.

Key Words: Artificial Intelligence, Corporate Governance, Tourism Sector, Sustainable Development, Zimbabwe

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INTRODUCTION

There are huge opportunities for organisations to enhance productivity, decision-making, and value creation through the integration of Artificial Intelligence (AI). Companies must establish robust Corporate Governance structures that combine ethical values and social issues if they want to fully benefit from AI. The ability to handle data, create AI systems responsibly, ensure the security of those systems, and comprehend the social and ethical ramifications of AI are all necessary abilities for such Corporate Governance. For AI to be utilised responsibly and ethically, and for society to trust and embrace AI, it must adhere to certain ethical principles. These values include openness, justice, nonmaleficence, accountability, freedom and autonomy, trust, and dignity. AI has the ability to foresee and detect possible dangers, guide actions to lessen those dangers, and forecast results. Artificial intelligence (AI) has the potential to enhance the information that the board has access to by making it easier to spot issues that need the board's attention sooner rather than later.

AI encompasses the simulation of human cognitive functions by machines, particularly in learning, reasoning, and self-correction. Russell and Norvig (2020) define AI as "the study of agents that receive percepts from the environment and take actions to maximise their chances of success." This broad definition highlights the multifaceted nature of AI, including subdomains such as machine learning and natural language processing. AI has undergone significant evolution since its inception in the mid-20th century. McCarthy et al. (1956) laid the groundwork for AI research, focusing on symbolic reasoning and problem-solving frameworks. The shift towards machine learning in the 1990s, as detailed by Mitchell (1997), emphasised algorithms that improve through experience rather than explicit programming. eCun et al. (2015) discuss the transformative impact of deep learning techniques, particularly convolutional neural networks (CNNs), which have revolutionised fields such as image recognition and natural language processing.

Businesses across all sectors can gain a lot from the new technology known as Artificial Intelligence (AI). Burström, Parida, Lahti and Wincent (2021) found that AI can boost operational efficiency, decision-making, and profitability for businesses. Challenges that may arise from incorporating AI include ensuring its use in ethical and transparent ways, as well as investing in specialised expertise and capabilities (Johnson, Laurel,

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Ots & Sandström, 2022). In this paper, we take a look at the basics of how to incorporate AI into Corporate Governance policies and how to make sure it is used responsibly and effectively for sustainable development in the tourism industry. Responsible and equitable data use relies on adhering to ethical norms. AI and big data have given businesses and organisations access to more data than ever before, enabling the development of highly effective prediction models (Johnson, Laurel, Ots & Sandström, 2022). Privacy, prejudice, and lack of transparency are only a few of the major ethical issues brought up by the tourism industry's usage of AI and predictive models (Sjödin, Parida, Palmié & Wincent, 2021). Building public trust in AI can be achieved through the implementation of ethical standards that encourage openness and accountability in AI development and use. By doing so, businesses in the tourist industry can lessen the likelihood of AI-related bias and discrimination (Tokmakov, 2021).

Consequently, businesses in the tourist industry should be forthright about the data they get and how they put them to use. All judgements made by AI, including those based on prediction models, must be objective and fair. As an added precaution, travel agencies should include relevant parties in the development and testing of their AI systems to ensure the security of their customers' private information (Kar, Choudhary & Singh, 2022). According to Winfield, Michael, Pitt and Evers (2019), AI has the potential to enhance the administrative side of the tourism industry by making use of computational intelligence and artificial neural networks to boost efficiency. One major advantage of forecasting and comparing with historical trends is that this would enhance the capacity of present-day hospitality operations to gather real-time data in order to anticipate customer behaviour (Aluri, 2018). More efficient use of resources, more precise demand forecasting, enhanced quality control, enhanced process management, and elimination of human mistake are among the most notable benefits of artificial intelligence (Ivanov & Webster, 2019). All customers should be guaranteed a consistent experience, which is highly desirable for a hotel business, and these attributes are crucial for maintaining accurate projections and keeping the hotel as current as feasible (Young, Bullock & Lecy, 2019).

Embracing decision-making in the realm of Artificial Intelligence (AI) in the tourist industry is a continuous process that requires more frequent and advanced scenario analysis, horizon scanning, crisis

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management simulations, and planning on the part of boards and management teams (Boddington, 2017). The application of Artificial Intelligence in the hospitality industry goes beyond just improving customer service (Ivanov & Webster, 2019). It can also improve resource allocation, inventory control, and revenue management, among other operational elements (Young, Bullock & Lecy, 2019). Companies may maximise profits through data-driven decision-making, optimised pricing strategies, and effective resource allocation made possible by analytics powered by artificial intelligence (Kar, Choudhary & Singh, 2022). Additionally, AI helps the hospitality industry better understand client habits, tastes, and trends (Kar, Choudhary & Singh, 2022). Businesses in the travel and hospitality sector can use consumer data analysis to spot trends, predict what guests might need, and provide proactive personalised recommendations and services (Johnson, Laurel, Ots & Sandström, 2022).

Johnson, Laurel, Ots and Sandström (2022) found that providing such individualised service increases consumer satisfaction, which, in turn, increases customer loyalty and the likelihood of repeat reservations. From marketing before a guest even books a room to analytics and comments after their stay, AI is reshaping the hotel business at every stage (Winfield & Jirotka, 2018). Algorithms powered by Artificial Intelligence sift through mountains of data, including anything from your social media activity and online searches to your previous vacation preferences, to provide you with tailored suggestions for places to visit, things to do, and places to eat that are both enjoyable and affordable. Consequently, it is of the utmost importance that AI choices be reasonable, open, and fair. This background served as the basis for the study, which aimed to evaluate how well AI and Corporate Governance may improve the long-term viability of Zimbabwe's tourist industry.

Prior to a guest's arrival, the resort can start utilising AI technologies. Hotels may give prospective customers a realistic look at the rooms and facilities via virtual tours powered by artificial intelligence (Boddington, 2017). Better price segmentation and more satisfied guests are the results of this because guests are able to make educated judgements regarding their rooms (Boddington, 2017). Through the analysis of market trends, competitive pricing, and customer behaviour, AI can also assist in optimising price tactics. Algorithms trained by machine learning can sift through mountains of data in search of trends, and then propose prices in real time,

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increasing occupancy and income (Johnson, Laurel, Ots & Sandström, 2022). For example, according to Johnson, Laurel, Ots and Sandström (2022), AI software can automatically change hotel rates to match the increased demand caused by a conference or other big event. The hotel sector places a premium on providing an exceptional experience for guests, and AI offers a chance to do just that (Ivanov & Webster, 2019). Hotels and other hospitality organisations can greatly enhance their customers' experiences by integrating chatbots with automated room check-in. Artificial intelligence (AI) technologies provide guests convenience, efficiency, and personalised attention. The result is an uptick in repeat business and happier customers, who are more likely to recommend your establishment to others (Ivanov & Webster, 2019).

Additionally, virtual assistants powered by AI can respond to guest inquiries, make tailored suggestions, and give round-the-clock assistance (Winfield, Michael, Pitt & Evers, 2019). Winfield, Michael, Pitt and Evers (2019) state that these systems can learn guests' preferences, remember their interactions, and respond appropriately, making each guest's experience more personalised and engaging. Artificial Intelligence also optimises resources and saves a tonne of money for the hotel industry by cutting down on manual operations and increasing operational efficiency (Ivanov & Webster, 2019). Revenue creation and profitability for hotels and other hospitality establishments are strengthened through streamlining operations and improving visitor satisfaction (Ivanov & Webster, 2019). People go from all over the world to stay at hotels and other hospitality businesses. By automatically identifying languages and interpreting real-time guest requests, chatbot translators can greatly simplify the hotel booking process for international guests. Newer AI chatbots can even converse with guests in their native tongue. Furthermore, they can gather and translate reviews, accept reservations at local eateries, and provide suggestions in the guest's original language (Johnson, Laurel, Ots & Sandström, 2022). According to Johnson, Laurel, Ots and Sandström (2022), these measures not only enhance the experiences of international visitors, but they also increase the number of potential customers and decrease productivity losses caused by linguistic mix-ups. From marketing and client acquisition to operations, guest experience, and amenities, the hotel sector stands to benefit greatly from the use of Artificial Intelligence and machine

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learning (Johnson, Laurel, Ots & Sandström, 2022). Tools powered by Artificial Intelligence can help hotel operators enhance post-sale service, data analytics, and client retention.

Researchers have started looking at unanswered questions about the use of AI algorithms to solve management, operations, and marketing difficulties as the technology becomes more prevalent in the tourist and hospitality sector (e.g., Law et al., 2019; Liao et al., 2021). Various studies have examined the psychological effects of AI on customers, the consequences on employment and society, and the strategic implications of AI deployment. Chi et al. (2022) and Kim et al. (2022) are two examples of such studies. Ivanov et al. (2019), Li et al. (2019), Tuomi et al. (2021) and Tussyadiah (2020) are four samples of these studies. Doborjeh et al. (2021), Huang et al. (2021), and Lv et al. (2022) are only a few examples of publications that have merely described existing and previous AI applications. Although AI data and expertise are predicted to be key differentiators and to create markets where only the strongest survive (Wirtz et al., 2018), research on how these changes will impact the hospitality and tourist industries from the viewpoints of those involved in production, consumption, and adoption is limited. Ivanov et al. (2019) and Li et al. (2019) found that AI algorithms have the potential to unwittingly reinforce prejudices in their recommendations and decisions, resulting in the unfair treatment of specific groups of travellers. Ivanov et al. (2019) and Li et al. (2019) both note that the travel sector faces the difficult task of balancing the efficiency driven by AI with ethical considerations. While Artificial Intelligence (AI) has the potential to completely transform corporate boardrooms, improving governance, compliance, mitigation of bias, collaboration, and decision-making, the tourism sector faces a multitude of integrative challenges (Doborjeh et al., 2021; Huang et al., 2021; Lv et al., 2022). Doborjeh et al. (2021), Huang et al. (2021), and Lv et al. (2022) all found that AI-generated recommendations were correct, but they lacked the personal touch and understanding that humans had when it came to recommending destinations. The quantity and quality of data used to train algorithms are additional causes of AI scaling issues in the tourist industry. Another issue that the tourist industry faces is the large amount of computational power needed to develop and implement AI models (Huang et al., 2021). It is becoming more difficult to adapt and deploy modern AI models in governance

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concerns related to sustainable development since their rising complexity is incompatible with the technological rigour in developing nations' tourism sectors (Chi et al., 2022; Kim et al., 2022). This study, therefore, sought to assess the effectiveness of AI tools in enhancing good corporate governance in the tourism sector in Zimbabwe, and to assess the impact of incorporating AI tools to enhance corporate governance sustainability in tourism sector in Zimbabwe.

THEORETICAL FRAMEWORK

This study was guided by Technology Acceptance Model (TAM) propounded by Davis (1989). The framework is premised on the user's computer technology behaviour. TAM comprises four constructs: perceived ease of use, perceived usefulness, attitudes, and actual behaviour. TAM examines how technology influences the behaviour of a user. The TAM model seeks to identify the aspects that impact people's general acceptance of computers (Rauniar et al., 2014). The "Perceived Usefulness" (PU) and "Perceived Ease of Use" (PEU) dimensions of the Technology Acceptance Model (TAM) play a significant role in determining a person's level of interest in using a particular technology (Davis, 1986; Liu et al., 2010).

TAM serves as a foundation for tracking the influence of external variables on one's own internal attitudes, beliefs, and motivations (Davis et al., 1989, p. 985).

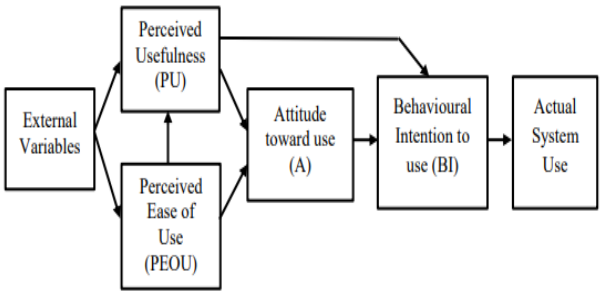


Figure 1: Technology Acceptance Model (TAM) (Davis, 1989)

Davis' model is important in this study as it was used in examining the factors affecting adoption of digital marketing strategies by women-owned small manufacturing business so as to enhance their performance. Integrating the utility of TAM in this study was crucial as it has demonstrated a high level of predictiveness in many contexts, taking into consideration both external and social influences as key influencers in the adoption of digital technologies by individuals. A person's willingness to accept new technology is heavily influenced by characteristics such as its Perceived Utility (PU) and Ease of Use (PEU). In order to properly forecast the usage of new

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information resources, we need to better understand how people utilise technology. Confidence in technology may lead to more personal control, flexibility, and competence in using information, according to new research. As a result, gaining more information may lead to higher efficiency. As part of this research, TAM is utilised to inquire about the degree of acceptability of new technology by employees to harness performance of tourism business in Zimbabwe.

METHODOLOGY

Research Philosophy

The study was underpinned by the Interpretivist research philosophy and the qualitative approach. Interpretivism is a research paradigm that emphasises understanding the subjective meanings and experiences of individuals (Creswell, 2007). This philosophy views reality as socially-constructed and emphasises the importance of understanding individuals' interpretations of their experiences (Saunders, 2009). Interpretivism allows for in-depth exploration of participants' perspectives and experiences which was applicable in this study. Data analysis in interpretivism involves thematic analysis or narrative analysis, where researchers identify patterns, themes, and meanings within the data (Saunders, 2009. The researcher interprets the data while considering the context and subjective meanings attributed by participants. This interpretation is often iterative, involving continual reflection and refinement (Saunders, 2009).

Research Approach

The study was underpinned by the qualitative research slant. Qualitative research is a method of inquiry that focuses on understanding human behaviour, experiences, and social phenomena through the collection and analysis of non-numerical data (Saunders, 2009). It aims to provide insights into the meanings, contexts, and complexities of participants' perspectives (Creswell, 2009). Therefore, this approach was applicable in this study which sought to gather participants' perceptions on the usefulness on Artificial Intelligence algorithms on governance issues in the tourism sector.

Research Design

The research was hinged on the case study research design. This design involves in-depth examination of a particular case, such as an individual, group, organisation, or event, to gain a holistic understanding

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(Creswell, 2007). In this study, the case study design allowed researchers to gain comprehensive insights into the complex phenomenon of integrating artificial intelligence and governance in tourism sector through probing participant's perceptions since AI is fairly new concept in governance.

Population

Twenty high-ranking Zimbabwean tourism industry senior executives were purposively chosen to participate in the study. Senior executives from five tourist attraction regions in Zimbabwe (Victoria Falls, Kariba, Matusadonha National Park, Hwange National Park, and Manapools National Park) were chosen for the analysis.

Sampling Procedure

Purposive sampling was used to select participants for this study. The researcher selected Participants based on specific characteristics or qualities that are relevant to the research question. In essence, the researchers used their judgment to pick participants who were likely to provide the most informative data for the study's objectives.

Sample size

The sample size of the study were all 20 high-ranking Zimbabwean tourism industry senior executives which were purposively chosen to participate in the study. Senior executives were chosen from five tourist attraction regions in Zimbabwe (Victoria Falls, Kariba, Matusadonha National Park, Hwange National Park, and Manapools National Park).

Data Collection Instruments

Interviews were selected as the data collection instrument in this study. Interview guides help ensure that all interviews are conducted with the same questions or topics, leading to more comparable data (Saunders, 2009).

Data Analysis

Thematic analysis was used to analyse data where themes were coded and presented. Thematic analysis was used to identify and analyse patterns or themes within a dataset.

Ethical Considerations

As far as ethical considerations (informed consent, due care, confidentiality) were concerned, we made sure that participants knew that their data would only be used for purposes of this research study.

RESULTS

Twenty randomly selected senior personnel from five different sectors in Zimbabwe's tourism industry made up the study's sample. Nevertheless, the data saturation point was achieved at 13, which resulted in a 65% response rate. This indicates that the subject is important to participants in this arena. The study's research objectives were based on the evaluations that participants filled out. The themes that emerged from the responses, which were accompanied by relevant literature, formed the basis for the analysis.

Theme 1

The effectiveness of AI tools in enhancing good corporate governance in Zimbabwe tourism sector

The purpose of this survey was to solicit feedback from Zimbabwean citizens on the topic of good Corporate Governance in the country's tourist industry and how AI tools may improve it. Participants 1 and 3 emphasised the importance of AI in Zimbabwe's tourist industry for Corporate Governance, citing its ability to improve innovation and management practices.

Participants 1 had this to say:

The use of AI has significantly improved the company's management and operations, and it also plays an important part in raising the bar for good corporate governance.

Corporate governance was much enhanced by AI applications, and the correlation between AI application level and corporate governance level is positive.

Participant 3 stated:

AI algorithms analyse customer data to provide tailored recommendations for travel packages, accommodations, and activities. For instance, platforms like Airbnb utilise AI to suggest listings based on user preferences and past behaviour.

Participants 2 and 6 postulated that AI through information asymmetry has increased strategic decision of board members and as such boost confidence of employees as well as most stakeholders in the tourism sector through efficiency output.

Participants 2 opined that:

... Considering the effect path, AI technology greatly enhances the degree of information symmetry needed for corporate governance, creating favourable technological conditions and decision

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support to raise the quality of corporate governance. By virtue of the information symmetry effect, AI technology helps improve corporate governance. Executives, supervisors, and the "three meetings and one level" of shareholders, directors, and boards of supervisors can use AI to tackle corporate governance issues in a technical way.

Participant 6 averred:

AI-Powered Analytics can process large volumes of data to identify trends, customer preferences, and operational inefficiencies. This helps in informed decision-making. In addition to that by analysing past data, predictive analytics can forecast trends in tourism demand, helping stakeholders to strategise better.

Participants 7, 8 and 14 said that through the integration of AI, organisations are being transparent in decision making which increases quality service delivery and reduces employee turnover intentions culminating in high growth domestic product of the tourism sector.

Therefore, Participants 7 stated:

Managers' actions become more "transparent" and the "goodwill" of employees is encouraged when artificial intelligence is used in business management. Thanks to advancements in AI and other technologies, we now have access to massive amounts of data and processing power that greatly aid in decision-making. This helps alleviate some of the uncertainty that comes from information asymmetry and the limitations of human ability that cause decision-making errors. As a result, the intellectualization of corporate governance is now within reach.

Participant 8 had this to say:

Organisations adopting AI-driven reporting mechanisms achieve higher levels of transparency, enabling stakeholders to monitor performance and compliance effectively. However, added to this potential of block chain technology in the tourism sector enhance accountability where block chain can provide an immutable record of transactions, thereby fostering trust among stakeholders.

Participant 14 remarked:

The effectiveness of AI algorithms in identifying fraudulent activity within tourism transactions demonstrates a significant reduction in fraud cases among organizations employing AI-driven monitoring tools ...

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Participants 10 and 15 argued that AI facilitates understanding of data mining which propels the interaction of data between the individual and computer so as to give informed decision making for corporate enhancement.

Participants 10 had this to say:

The utilisation of four artificial intelligence technologies, namely heuristic search, machine learning, expert systems, and human-computer interaction, in the domain of internal governance enables the intelligent extraction of data information and knowledge, as well as the intelligent offering of alternative governance solutions and systems.

Participant 15 commented:

In crisis management AI tools can assist tourism organisations in developing robust response strategies during crises, such as the COVID-19 pandemic. This capability is critical for maintaining governance structures under pressure.

Theme 2

Challenges for incorporating AI tools to enhance corporate governance sustainability in Zimbabwe tourism sector

Participants gave diverse responses on incorporating AI tools to enhance corporate governance sustainability in Zimbabwe tourism sector. Participants 1and 2 acknowledged that AI leads to internal control defects in enterprises.

Participants 1 had this to say:

Artificial Intelligence adversely affects Corporate Governance. Utilising artificial intelligence tools in company operation and management will result in internal control deficiencies and exacerbate agency disputes during corporate governance.

Participant 2 averred:

The lack of reliable internet connectivity and technological infrastructure hampers the effective deployment of AI tools. Many rural and remote tourism areas in Zimbabwe struggle with access to modern technology which negatively impact in governance effectiveness.

Participants 6 pointed out:

The emergence of artificial intelligence may give rise to novel challenges in risk management and internal control mechanisms within organisations, which may

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prove to be arduous to address promptly. The utilisation of artificial intelligence and other technologies enhance the intricacy of corporate governance, exacerbates agency conflicts, and diminishes the effectiveness of corporate governance.

Participant 8 had this to say:

Effective governance frameworks establish the principles and processes that guide decision-making, while risk management in tourism sector identifies, assesses, and mitigates potential threats to achieving organisational objectives. Effective risk management safeguards physical and intellectual assets from potential threats, proactive risk strategies protect an organisation's reputation by anticipating and mitigating crises and that effective governance aligns risk management practices with the organization's strategic goals, facilitating informed decision-making.

Participants 3 argued:

Insufficient internal control mechanisms in enterprises and inadequate Corporate Governance mechanisms that align with the business model reform resulting from the implementation of artificial intelligence will amplify the impact of Artificial Intelligence on the agency conflict of corporate governance.

Participant 9 stated:

The integration of Artificial Intelligence (AI) into internal control mechanisms within the tourism sector presents unique challenges for corporate governance. While AI can enhance efficiency and effectiveness, its implementation can also introduce complexities that organisations must navigate. Incorporating AI into existing internal control systems can be challenging, especially if legacy systems are not compatible with new technologies.

Participants 4 contended:

Data security and privacy are the primary concerns associated with AI, as AI systems necessitate substantial quantities of data for their functioning and training. In order to prevent unauthorised disclosure, unauthorised access, and unauthorised usage, it is necessary to secure the protection, accessibility, and accuracy of data.

Participant 5 commented:

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There is often a shortage of personnel with the necessary skills to implement and manage AI tools effectively. This gap can lead to underutilisation of AI capabilities in internal controls.

Participants 7 had this to say:

The integration and application of AI in hotel marketing will bring about significant changes that organisations and societies need to effectively handle. Users who refuse to share their data out of concern for surveillance may contribute to the emergence of an AI split. Both legislation and technology should possess the capability to generate solutions to tackle these difficulties. For instance, there are already a number of browsers that prioritize privacy and assist users in safeguarding their data privacy. Nevertheless, these users will not be able to completely capitalize on the advantages of targeted marketing offers or fully engage in the collaborative development processes. While users may not have objections to sharing data, it is crucial to consider privacy concerns and adhere to legal regulations specific to different locations and countries.

Participant 12 averred:

Traditional audit methods may not be adequate for assessing AI-driven internal controls, necessitating new approaches to ensure compliance and effectiveness.

Participant 13 was of the opinion that,

AI systems can inadvertently perpetuate biases present in training data, which may lead to unfair treatment of certain groups of customers or employees. This poses ethical dilemmas that governance bodies must address.

Participant 8 stated:

The implementation of AI can introduce new cybersecurity risks, including potential breaches of sensitive data. Organisations must enhance their cybersecurity measures to protect against these threats.

Participants 10 commented:

AI systems have the potential to inadvertently sustain biases in recommendations or judgements, resulting in unjust treatment of specific groups of travellers. The travel sector must carefully negotiate the problem of finding the optimal equilibrium between AI-driven efficiency and ethical considerations.

Participant 9 averred:

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While AI offers promising advancements for corporate governance in the tourism sector, it also presents a myriad of challenges. Addressing issues related to costs, change management, integration, stakeholder engagement, data privacy, ethical implications, regulatory environments, and the quality of AI outputs is crucial for successful implementation.

The study findings were consistent with the existing literature. Tourism is already undergoing digital transformation (Buhalis, 2020), and AI is already making its presence felt in all aspects of the industry (Kong et al., 2022). The latest advancements in generative conversational AI highlight the potential, difficulties, and consequences of AI in various domains of life (Dwivedi et al., 2023). Artificial Intelligence (AI) is revolutionising the operational and marketing roles of tourist locations and organisations (Inanc-Demir & Kozak, 2019). AI systems enhance personalisation and recommender systems, robotics, conversational systems (such as chatbots and voice assistants), forecasting systems, smart travel aides, language translation applications, and smart tourism and smart destination systems. Artificial Intelligence (AI) has the capacity to greatly impact the hospitality and tourism industries by boosting operational efficiency and enhancing customer experience, ultimately resulting in increased profitability (Buhalis, 2020; Samara et al., 2020). Melián-González et al. (2021) and Yun and Park (2022) emphasise the utilisation of AI-powered Chatbots for interactive customer service. These Chatbots can address common guest inquiries, offer personalised recommendations, provide assistance, and even handle basic booking requests, all available 24/7. Implementing this approach can enhance customer service by reducing response times, leading to improved guest engagement, loyalty, and satisfaction (Pereira et al., 2022). Kim et al. (2023) have shown that Artificial Intelligence plays a crucial role in the development of space tourism. Nevertheless, there are still significant obstacles to overcome when it comes to integrating AI systems. These factors include the requirement for data of superior quality (Paschen et al., 2020), which might be arduous and costly to produce (Sivarajah et al., 2017), along with the intricacy of identifying a suitable alignment between AI systems and human employees (Thiebes et al., 2021). The hotel industry's longstanding reluctance to embrace new and emerging technology (Chan et al., 2018;

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Stylos et al., 2021) could also serve as an obstacle. According to Goel et al. (2022), several obstacles such as psychological, social, financial, technological, and functional constraints impede the implementation of artificial intelligence and robots in the hotel and tourism sector. The hotel sector may face obstacles in implementing AI more extensively due to increasing worries about consumer privacy (Hu & Min, 2023) and worry regarding the rapid growth and use of AI (Prentice et al., 2020). Jabeen et al. (2022) propose that the implementation of automation and artificial intelligence is primarily driven by elements such as human knowledge, services, and robotics applications.

CONCLUSIONS AND RECOMMENDATIONS

The utilisation of Artificial Intelligence applications has significantly elevated the influence on enterprise management alterations and levels of Corporate Governance, resulting in a deep transformation of the initial techniques and levels of governance within corporations. Based on theoretical analysis and empirical research, this paper concludes that, the utilisation of Artificial Intelligence can greatly enhance the standard of corporate governance. Furthermore, the implementation of artificial intelligence can positively influence the level of corporate governance by means of the information symmetry effect. Utilising Artificial Intelligence can enhance corporate governance, and a greater implementation of Artificial Intelligence can result in a higher standard of corporate governance. Simultaneously, the AI application may greatly enhance the level of information symmetry in corporate governance decision-making, so establishing a favourable basis for enhancing and advancing Corporate Governance. While AI presents opportunities to enhance internal control mechanisms in tourism Corporate Governance, it also introduces significant challenges. Organisations must address issues related to data quality, complexity, expertise, compliance, ethics, and cybersecurity to effectively integrate AI into their governance frameworks. A proactive approach that includes training, robust data management practices, and a focus on ethical AI use will be essential for overcoming these challenges and maximizing the benefits of AI in tourism governance.

The primary insights that can be derived from this study's findings are as follows: Tourism firms should actively support the

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development and use of Artificial Intelligence technology in their operations and management. The support includes emphasising the application of Corporate Governance and recognising that Artificial Intelligence is not solely a technological tool. Instead, it should be implemented from a management standpoint, and a Corporate Governance structure that prioritises information disclosure should be built by utilising Artificial Intelligence. In order to develop effective policies, the government should issue clear directives that promote and facilitate the research and implementation of Artificial Intelligence technologies that are closely tied to business management. Additionally, the government should provide financial and tax incentives to support these efforts and encourage the integration of Artificial Intelligence into enterprise management and governance systems. There is need to enhance the level of oversight and management of businesses by implementing Artificial Intelligence apps to integrate and infiltrate. AI technology has a wide range of applications and opportunities for the development of the tourism sector.

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