

Assessing Electronic Human Resource Management of Travel Agencies and Hotels in Minia Governorate

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Abstract

This research aimed to investigate the Reality of the application and use of electronic human resource management (E-HRM) within travel agencies and hotels in minia governorate. This research followed descriptive analytical methodology by using a questionnaire tool. The study population was all human resource employees in travel agencies and hotels in minia governorate. One hundred questionnaires distributed as a sample of the study, only (84) returned questionnaires were valid for data analysis with a response rate of 84 % from the total distributed questionnaires in travel agencies, and only (80) returned questionnaires were valid for data analysis with a response rate of 80 % from the total distributed questionnaires in hotels. The questionnaires were analyzed using descriptive statistics, Reliability analysis with the support of SPSS18.0.

The research reached several results, the most important of which is the presence of clarity among the sample of the study of the importance of electronic human resources management, the full awareness of the its benefits, which greatly helps to adopt and develop (e-HRM) as the members of the study sample from the higher management levels and those who influence decision-making.

The research thus recommended that travel agencies and Hotels should use E-HRM application to improve organizational performance through providing all needs and wants of customer services to reach customer satisfaction, and to achieve the competitive advantage.

Keywords: E-HRM Application, Travel Agencies, Hotels, Minia Governorate.

Introduction

Kazi et al., 2014 in the less advanced states, tourism or hospitality is considered to be as one of the largest source of hard currency. Tourism is a service delivered to human intensive sector where efficient work force is compulsory to present better services to the tourists and clients. Additionally, professionalism and development of staff skills in human resources management are essential in recent days. Kitimaporn and kitsiri (2015) stated that the human resources department is regarded as the most significant part in all business organizations as it is concerned mainly with mental potentialities, necessary abilities and work-related experiences of employees in the organization. There is no organization without databases for different administrative functions. Databases have become a modern organization's necessities and without databases, the organization cannot continue its work (Abu Naser, et al., 2017, Al Shobaki et al., 2017).

Wahyyudi and Sung (2014) stated that the use of E-HRM is a common practice in many profit and nonprofit institutions. E-HRM is expected to create value for them. Human resources management's job in any organization is essential and crucial, because it difficult to

manage the human capital that make the organization work. Firms need to recruit, find the best person-job fit and keep talented employees. Laumer, Eckhardt, & Weitzel (2010), Nivlouei (2014) added that the globalized modern world has become more complicated, unstable and rigorous so organizations can find themselves in never ending competitions regarding customers with high expectations in performance, quality and low cost.

In addition, E-HRM may bring about noticeable tremendous changes in the organizational cores (Hopkins & Markham, 2003; Ruël et al., 2004; Strohmeier, 2007; Marler & Fisher, 2010; Dulebohn & Marler, 2005; Ruël & Kaap, 2012; Kaur, 2013, Strohmeier & Kabst, 2014; Nivlouei, 2014), Various contexts, factors and scales of E-HRM have been presented and reported by different studies conducted by (i.e. Bell, Won Gupta & Saxena, 2011; Hoch & Dulebohn, 2013; Marler & Fisher, 2013; Yusliza, Ramayah, & Haslindar, 2011; Yusliza & Ramayah, 2011; Zafar, 2013).

Research problem

With the increased market competition, travel agencies and hotels don't seem to be ready to simply and speedily adapt and adjust to changes in markets as well as to gain a competitive advantage. To do this, travel agencies and hotels ought to link electronic human resources application and travel agencies and hotels performance with the overall objectives of travel agencies and hotels. This is achieved by measuring the performance of system and employees where organizations ought to determine the foremost appropriate tool or system that increases the travel agencies and hotels performance. The main problem of this research is: "Does e-HRM application impact travel agencies and hotels performance?"

Research questions

In order to facilitate the research process we have come up with two research questions:

1. What elements of relational e-HRM do companies use in their HRM processes?
2. Is relational e-HRM perceived as effective?

Research Objective

This research attempts to achieve the following objectives:

1. Examining the importance of Electronic Human Resource Management on employees in travel agencies and hotels in Minia.
2. Assessing the extent to which Electronic Human Resource Management was applied on human resource employees in travel agencies and hotels in Minia.

Research significance

This research highlights the importance of E-HRM, as one of the modern management topics, which significantly affects the performance of travel agencies and hotels , where the application of E-HRM aimed at improving the performance of employees and provide better services to the beneficiaries quickly, with minimal effort and cost possible.

Literature Review

Definitions of Electronic Human Resource Management

Wyatt, (2002) defined E-HRM application as a technology that allow managers and employees to access human resources and other services such as performance, communication, team management, reporting, knowledge management, and administrative applications. Kettley and Reilly, (2003) defined E-HRM as the use of the internet in the traditional technologies to support and improve human resource administration, transactions and process performance. Ruel, (2009) reported that E-HRM consists all techniques of integration among the human resources management, information technology, which targets to create value within organizations. E-HRM is a technology that provides the human resources functions with opportunities to create new areas to enrich organizational success (Ramayah, 2011). Furthermore, Strohmeier, (2007) posited that E-HRM is the process of innovation and sustainable improvement in the management of human resources brought about by technology. Oiry (2009) asserted that the use of internet and Web technology in the works of human resources and administrative policies is the core of the electronic human resources management. Addition Olivas-Lujan, Ramirez, & Zapata-Cantu, (2007) defined E-HRM application as a technology and an innovation that empowers managers and representatives to have guide access to human asset and other working environment administrations for correspondence, execution evaluation, revealing, group administration and learning administration and knowledge management. “EHRM is an umbrella term covering all possible integration techniques and contents of HRM and Information Technologies aiming at creating value within and across organizations for targeted employees and management” (Bondarouk & Ruël, 2009, p. 507). Electronic human resource management can be defined as the administrative support of human resource functions using the internet technology (Mohammadnejad, 2011), Sanayei and Mierzaei (2012) defined E-HRM as the use of PC frameworks, intelligent electronic media, and telecom systems to complete the capacity of the human asset administration division. Marler and Fisher (2013) define E-HRM in their study as “configurations of computer hardware, software, and electronic networking resources that enable intended or actual HRM activities (e.g., policies, practices, and services) through individual and group-level interactions within and across organizational boundaries”.

History of Electronic Human Resource Management (E-HRM)

The computer was utilized for the first time in human resources management in the 1940s. The first processes were payroll systems and employees information storage, (Walker, 1980). In 1943, America faced a problem in payroll clerks with the manual processes which failed to avoid human errors, so the inclination to stay away from the human blunders and increment the effectiveness of evaluating prompted utilize the mechanized finance framework in the human resource management which was in charge of it. In the 1980s the developments accelerate, the companies assert that the utilizing of data innovation application causes immense advantages. In that time, there were new areas like finance and accounting were gradually mechanized (DeSanctis, 1986). Researchers and practitioners started to use the human resource information system widely. The internet began to appear in the late of 1980s and shed a spotlight on HRM activities.

Since the mid-1990s, institutions have rapidly introduced E-HRM as a set of Information Technology (IT) applications that covers all possible integration mechanisms and contents of HRM and IT sections or departments, aiming at creating value within and across organizations for targeted employees and management. Coovert (2004) indicate that using information and communication technologies in human resource services have become an essential procedure so as to accomplish competitive advantages for organizations. E-HRM, as proposed by relevant and recent findings, will achieve the three following goals: Red use costs, improving HR services, improving strategic orientation (Bondarouk & Ruël 2009). This new software enabled the centralization of all HR and organizational data so that users could access it through web browsers anywhere and at any time (Stone & Dulebohn, 2013).

Objectives of Electronic Human Resource Management

The aims of Electronic Human Resource Management are extracted from the integration with e-governance objectives in the business environment. The objectives of E-HRM are: (a) to increase the focus on strategic issues, (b) to facilitate the flexibility of procedures and practices, (c) to support the efficiency of human resources management (Raul et al., 2007). The changing powers and factors impacting associations and the issues of globalization change the impression of a sheltered activity to a safe profession, a high rate of training and education on the world and an adjustment in the nature of the work constrain required. Those were the most vital reasons why associations are coordinated towards (E-HRM) in order to achieve the following main objectives (Najjar, 2008):

- Improve the strategic direction of human resources.
- Reducing labor costs and administrative expenses
- Facilitate the performance of the functions of HR management.
- Development and improvement of labor relations and employees satisfaction
- Better support for management across the company
- Provide greater opportunities for participation and training.
- Improve the company's image

The importance of Electronic Human Resource Management

The application of human resources management technology is broadened and has a wide range as indicated by the necessities of the Organization; it can be limited to the electronic tables, and may extend to complex systems. Al Shobaki et al., (2017) stated that some solutions offered by HRMIS are concerned completely with the functions of HR, including attraction, selection, appraisal performance, compensation, wages and other functions of HR. This naturally leads to the diversity of the importance of (E-HRM). Based on the applications used for HRMIS, and according to Al Shobaki et al., 2017 this importance has appeared in the following areas:

- ❖ Enhance the quality of the provision of information by 91%.
- ❖ Improve the speed of the provision of information by 81%.
- ❖ Support the services provided to employees by 56%.
- ❖ Decrease costs and expenses by 35%.

Types of Electronic Human Resource Management

Using empirical research findings, Nivlouei, (2014) divided the potential benefits of e-HR into three areas:

Firstly, operational E-HRM concerns the basic HR activities in the administrative area. Such as payroll, personnel data management, departmental record maintenance, reducing overhead costs, enhancing the accuracy of data, eliminating the costs of printing and disseminating information, minimizing IT infrastructure costs by moving towards a common HR service. Secondly, relational E-HRM; concerns more advanced HRM activities. The accentuation here is not on administering, however on HR devices that help essential business procedures, for example, enlisting and the choice of new staff, preparing, execution administration and evaluation, and prizes that Change the idea of the connection between HR, line chiefs and employees. Thirdly, transformational e-HRM objectives signify the developments in the business support and strategy orientation of e-HRM such as knowledge management and strategic re-orientation (Strohmeier & Kabst, 2014; Nivlouei, 2014).

Electronic Human Resources Management Functions

For the purposes of this paper, we will be taking E-HRM Functions as follows:

E-Recruitment

E-Recruitment as conventional staffing is timely and expensive, organizations have to adopt strategies that would minimize the time and money used (Tong, 2009). This is why online recruitment has become more prominent in the most recent decade, and these days, most organizations utilize it as the main stage instrument in their enrollment and recruitment procedure. Organizations that want to stay competitive need to adopt electronic recruitment strategies. E-recruitment could be regarded as the procedure by which businesses publicize and share openings through online stages or internet (Sylva & Mol, 2009).

E-selection

E-selection incorporates such activities as electronic testing, eye to eye interaction and talking and occupation advertising and interviewing. The motivation behind E-choice is for the most part to accomplish cost decrease, greatest usage of human capital and manageability (Menka, 2015), HR practitioners use the E-selection process to identify the best job candidates with the right knowledge, skills and abilities for a particular job. The E-selection system enables HR representatives to deal with the determination procedure all the more effectively and to give more proof of the viability of the picked choice technique. The E-selection system empowers the manageability of the association and develops the framework to fulfill the changing prerequisites of choice. The E-selection method empowers HR professionals to decrease the time and different assets, which are required to deal with the determination, process.

E- Communication

E-HRM includes personnel communication via electronic mails. The penetration rate of online communication, mainly e-mail, which is higher than 75 percent in corporate environments and e-mail has emerged as the communication medium of choice did (Bontis et al., 2003).

E-Compensations

Employee self-service, allows organization staff to present electronically their preferences in terms of selected interest and burden decrease on human resources management. Nevertheless, it is trusted that the Internet conveyance of staff benefits, if completed effectively, requires critical investment funds for the administration of HR. In addition, the manager self-service enables the manager to take action or to confirm payroll, rewards and stock management changes. Application Notify manager is a strategy utilized when managers need to make bonuses or their subordinate personnel verification and ask them to obey their commands and implement their decisions (Townsend& Bennett, 2003).

E-Learning and E-Training

E-Learning and E-Training: This process is being implemented in companies since it does not have the constraints of conventional tutoring and training, such as time and location (Bell, 2007). Moreover, the quick advancement of broadcast communications has made e-learning conceivable and beneficial. E-Learning reflects any programmed learning, training or education where electronic instruments, applications and procedures are used for knowledge creation, management, administration, exchange and transfer. E-Learning encompasses a large collection of applications and processes, such as web-based learning, computer-based learning, virtual classroom settings, and digital co-operation and interaction (Swaroop, 2012).

E-performance

E-performance appraisal: It is the fastest growing E-HRM trend. It is employee self-service system that gives them the likelihood to deal with their own particular data in an online system (Payne et al, 2009). On the contrary, companies use managerial self-service that allows the managers to access employee's information and complete performance evaluations. Electronic or online performance appraisal incorporates the use of technology, systems and procedures by which the employees are assessed and evaluated according to their performance on the tasks needed within a company.

Benefits of E-HRM

There are many benefits gained from the E-HRM such as the improvement of administrative processes, facilitation of customer services, and supporting the strategic roles of personnel. Khiz (2011) demonstrated that E-HRM improved efficiency of the services provided by the Human Resources Management. E-HRM reduces the paper work by increasing data precision and decreasing excess HRM (Marler et al., 2010, PP.33-34). E-HRM supports strategic decision making through the generation of human resource metrics Kaur (2013: 37; Hendrikson, 2003; Lengnick-Hall & Moritz, 2003; Lawler et al., 2004; Hussain et al., 2007; Bondarouk & Ruël, 2009; Swaroop, 2012, E-HRM provided the decentralization of HR tasks (Kaur,2013). Shilpa and Gopal, (2011) reported other benefits of E-HRM such as the increase of transparency and increase of senior management's ability to control administrative work. It provides more time for professionals in the human resources management department. Marler and Fisher, (2010) Mazen et al., (2017) mentioned other benefits such as firstly, the reduction of correction

costs by improving the accuracy of human resources information. Secondly, decrease of the costs of printing and disseminating information by securing direct access.

Challenges of E-HRM:

The challenges OF E-HRM include the lack of E-HRM systems and the lack of the skilled workforce (Simon & Esteves, 2016; Samaduzzaman & Zaman, 2012), and unavailability and inaccessibility of refined IT framework in government organizations (Jaradat, 2013 Ishita and Sarita , 2016).

E-HRM facility has been rarely used in developing countries, because of the HR managers' shortage of skills and proper training (Samaduzzaman et al., 2015). If employees do not receive right training from the organisations, it leads to increased expenses and reduces job performance (Al-Dmour and Shannak, 2012). Other organizational defects with E-HRM implementation include a deficiency of staff with IT capabilities or ability or expertise (Guechtouli, 2010), lack of co-operation between the department, lack of technology support or organizational process (Parry and Wilson, 2009; Bal et al., 2012). Resistances towards the use of novel systems have been highlighted as a significant challenge against E-HRM (Weekes, 2006; Hustad and Munkvold, 2005). Other problems facing during the implementation of E-HRM systems in developing countries is the high cost of implementing the E--HRM systems, building appropriate IT infrastructure, buying computers fitting the requirement of the E-HRM systems, software maintenance and hardware maintenance (Reddick, 2009a, b; Islam, 2016).

In a study conducted by Varma (2011), the author clarified the security of the information generated. He stated that a company needs to ensure that competitors should not access the information. Traditional companies need to perform essential change in the mindsets. From a psychological perspective, Ishita and Sarita (2016) stated that when individuals work under increased pressure, the quality of their work decreases, on the other side when they are given the opportunity to work freely on their own, they accomplish work in an effective and swift ways.

Outcome of E-HRM

Ruel and Kapp (2012) identified E-HRM outcomes within the framework of value creation as efficiency, effectiveness, or service quality. Similarly, Nivlouei (2014) summarized the characteristics of the E-HRM in that firstly, it creates high commitment workforce who will be motivated and understanding. Those personnel are willing to interact with the management concerning changes in the organizational environment. For HR itself, this means that it ought to have the capacity to assume the part of change agent. Secondly, high competence points towards the capacities of employees to learn new tasks and roles if necessary. Thirdly, cost effectiveness that refers to the competitiveness of pay levels and employee turnover rate, and the acceptability of costs resulting from employee resistance such as strikes. Finally, Higher congruence that refers to the internal organization, the reward system, and the 'input, throughput, and output' of personnel, which need to be structured in the interests.

RESEARCH METHODOLOGY

The researchers used the descriptive analytical approach in which they tried to describe the reality of electronic human resource management in the development of electronic services from the perspective of Human Resource staff in Travel Agencies and Hotels in Minia Governorate, since it is the most appropriate approaches to describe the phenomenon in question, in which the researchers are trying to describe the subject of the study, analyze the data, and compare, explain, and assess hoping to reach meaningful generalizations to increase and enrich the knowledge on the subject.

Data collection

Data has been collected through questionnaires which were prepared in a way that is relevant to the situation so as to decrease invalid responses. They were distributed to human resource employees at Travel Agencies and Hotels in Minia Governorate.

Measures

The questionnaire was designed based on a range of related studies. Its final form included 52 questions. Section One: Demographic variables. Which was collected with closed-ended questions, through (5) factors (Gender, Age, Education, Years in Current position, and Years of experience with in the current organization). The second section included 11 variables representing E-HRM Application (Use of E-HRM). The third section included 11 variables representing importance of electronic human resource management, fourth Section included 5 variables representing Opportunities of E-HRM, Fifth section included 8 variables representing examines whether your company has some E-HRM facilities, and Six Section included 12 variables representing Challenges in of E-HRM.

The questionnaire items were anchored according to the Five Point Likert Scale “1 = strongly disagree”, “2 = disagree”, “3 = neutral”, “4 = agree”, and “5 = strongly agree”. The questionnaire instrumental sections are as follows:

Data Validity and Reliability

Data Validity

To validate the data collection instrument used in this study in terms of its readability, format, and ability to measure the study's constructs; the researchers distributed the questionnaire instrument to a number of Human Resource managers in different travel agencies and hotels in minia ; those who have specializations and expertise in the field of this study. The questionnaire instrument was then updated and refined to reflect the comments and suggestions received by the domain experts. Moreover, the experts showed interest and interacted with the researchers concerning the questionnaire instrument which adds to its validity.

Data Reliability

Before proceeding with further analysis, the reliability testing was led in order to ensure consistent measurement across various items in the questionnaire. Indeed, the reliability of a measure indicates stability and consistency of the instrument. Consequently, this method determines reliability through examining the internal

consistency of the research instrument such as questions (items) in the questionnaire, which are normally presented. Cronbach's Alpha is one of the most frequently applied metrics to measure a scale's reliability, in which its index ranges from 0.0 to 1.0. Researchers should target a value closer to 1.0, as Alpha value proves that the instrument of the study is strong and consistent. However, it's important to note that in social sciences the threshold value of 0.7 is considered acceptable

Table (1) Cronbach's Alpha value for E-HRM field in Travel Agencies

Variables	Cronbach's Alpha value	Number of items
E-HRM Application	0.779	11
E -HRM Importance	0.857	11
E -HRM Opportunities	0.729	5
E -HRM facilities	0.784	8
E -HRM Challenges	0.790	12
Total	0.897	47

In order to measure the internal consistency and reliability of the study's constructs. Cronbach's alpha (α) measure was used. The scales' reliabilities were measured and the Cronbach's Alpha of all scales in Table (1) ranged from 0.729 to 0.857, and for total questionnaire items was (0.897), this indicate an acceptable Cronbach's Alpha value for each field, whenever Cronbach's Alpha value is acceptable if it's more than (0.7).

Table (2) Cronbach's Alpha value for E-HRM field in Hotels

Variables	Cronbach's Alpha value	Number of items
E-HRM Application	0.795	11
E -HRM Importance	0.947	11
E -HRM Opportunities	0.782	5
E -HRM facilities	0.729	8
E -HRM Challenges	0.898	12
Total	0.950	47

In order to measure the internal consistency and reliability of the study's constructs. Cronbach's alpha (α) measure was used. The scales' reliabilities were measured and the Cronbach's Alpha of all scales in Table (2) ranged from 0.729 to 0.947, and for total questionnaire items was (0.950), this indicate an acceptable Cronbach's Alpha value for each field, whenever Cronbach's Alpha value is acceptable if it's more than (0.7).

Data Analysis

The researchers depend on using The Statistical Package for Social Sciences (SPSS) was used to process data statistically. The treatment included the following statistical methods:

1. Percentage and frequency: To describe the characteristics of the study population of the functional variables, and to determine the responses of its members towards the study axes.
2. Cronbach's Alpha Test: To calculate the stability coefficients of the questionnaire, and the coefficient of stability of each axis of the study axes.

Results and Discussion

The following part explains the results concerning the six dimensions representing of electronic human resource management delivered by Travel Agencies and Hotels in Minia Governorate.

Sample characteristics

The sample of the survey covered Travel Agencies and Hotels in Minia Governorate which E-HRM system is being applied. A total of 100 questionnaires were sent to travel agencies and hotels. A total of 84 questionnaires were returned in travel agencies and 80 questionnaires were returned in Hotels.

Descriptive analysis of Human Resource staff in Travel Agencies

In this section, the researcher relied mainly on the descriptive analysis to get the means and the standard deviations for the study constructs along with their items. The items were measured using a Likert-type scale as follows.

Table3: the demographic profile of the sample elements

Variable		Frequency	Percentage (%)
Gender			
	Female	62	73.8
	Male	22	26.2
age group			
	21-30 years old	30	35.7
	31-40 years old	25	29.8
	41-50 years old	15	17.9
	50-60 years old	10	11.9
	60 and above	4	4.7
Education level			
	Bachelor Degree	77	91.7
	Diploma	7	8.3
	Master Degree	0	0
	PHD degree	0	0
Years in current position			
	Less than 5 years	34	40.5
	5-10 years	19	22.6
	11-15 years	16	19.1
	More than 15 years	15	17.8
Years of experience with the current Travel agencies:			
	Less than 5 years	32	38.3
	5-10 years	21	25
	11-15 years	14	16.7
	More than 15 years	17	20

Table (3) shows the demographic variables of the study through 5 sections about the Gender, Age, Educational Level, Years in the current position, and years of experience in the current travel agencies. First section (Gender) reflects that the majority of respondents

(73.8%) were Males, whilst only (26.2%) were Females in the sampled travel agencies. Second section (Age) concerned about reflecting the age categories of respondents; while the "21-30" category represented the highest percentage of staff (35.7%), The second level of the respondents which reached (29.8%) from the sample size. Third section (Educational Level) concerned about reflecting the educational background of the sample, and it reflects that the majority (91.7%) of respondents had bachelor degree, whilst (8.3%) of respondents had Diploma degree, there were no PhD and master degree holders in the sampled travel agencies. Forth section concerned about the years spent in current position and the majority (40.5%) of the sample spent round less than 5 years in the current position, whilst (22.6%) spent round 5-10 years, and (19.1%) spent round 11-15 years, only (17.8%) spent more than 15 years in the researched travel agency. Last but not least, fifth section concerned about the years of experience in the current travel agencies and reflected that the majority (38.3%) of the sampled travel agency spent less than 5 years, when (25 %) of respondents spent round 5 to10 years, while percentage (20%) represented employees spent round More than 15 years, and percentage (16.7%) represented the employees who spent round 11-15 years in the sampled travel agencies.

Table 4: descriptive analysis of E HRM application items

E-HRM Application (Use of E-HRM)	SD	D	N	A	SA	Mean	Std Deviation
E-HRM application are similar across all business units/departments /divisions.	16.7	41.7	8.3	33.3	0	2.58	1.122
E-HRM application supports the routine day to day tasks of HRM.	33.3	0	16.7	50	0	3.17	.903
E-HRM application supports the decision making of HRM.	0	25	25	41.7	8.3	3.33	.948
E-HRM application supports the forecasting of HRM.	0	25	16.7	41.7	16.7	3.50	1.047
E-HRM application aims at increasing the performance of HR forecasting for employee needs, Such as training, needed skills, and career development.	0	8.3	25	41.7	25	3.83	.903
E-HRM application aims at reducing the inconsistent practices across different HR functions.	0	16.7	16.7	41.7	25	3.75	1.016
E-HRM application aims at enabling HR practices to serve self-servicing for employees, HR staff and/or managers.	0	8.3	33.3	50	8.3	3.58	.764
E-HRM application aims at reducing the organizational costs of HR practices.	0	25	25	50		3.25	.834
E-HRM enables electronic candidate identification, filtering, and interviewing for the purposes of employment.	0	8.3	25	33.3	33.3	3.82	.960
E-HRM enables Evaluating the performance of employees electronically by managers and administrators.	0	16.7	16.7	41.7	25	3.75	1.016
E-HRM helps the identification of training needs in the company.	0		41.7	25	33.3	3.92	.867

Table (4) presents the means and standard deviations of E-HRM application, where the means ranged between (2.58– 3.92) compared with the total instrument mean for the domain (3.50). The item “E-HRM helps the identification of training needs in the company” ranked first with a mean and standard deviation (Mean=3.92, standard deviation = .867) compared with the total instrument mean and the standard deviation. The item " E-HRM application are similar across all business units/departments /divisions" ranked last reached a mean (2.58) and the standard deviation was (1.122) compared with the mean and standard deviation of the total instrument.

Table 5: descriptive analysis of E-HRM Importance

Importance of (E-HRM)	SD	D	N	A	SA	Mean	Std Deviation
The concept of E-HRM is clear to you	25	16.7	16.7	41.7	0	3.58	1.044
E-HRM achieves competitive advantage	8.3		33.3	41.7	16.7	2.75	1.241
E-HRM reduces administrative financial expenditure	8.3	8.3	8.3	50	25	3.75	1.171
E-HRM achieves greater flexibility in work	0	16.7	33.3	25	25	3.58	1.044
The use of E-HRM leads to rapid access to efficient human resources	8.3	0	41.7	25	25	3.58	1.122
E-HRM avoids human errors in human resources management	0	8.3	25	33.3	33.3	3.92	.960
The use of E-HRM makes it possible to operate remotely via the Internet	0	0	25	25	50	4.25	.834
The use of E-HRM leads to rapid access to staff information	0	16.7	25	41.7	16.7	3.58	.960
The use E-HRM leads to the accuracy of staff information	0	8.3	16.7	33.3	41.7	4.08	.960
E-HRM helps in the decision-making process	0	0	66.7	8.3	25	3.58	.867
The availability of E-HRM contributes to increased employee efficiency	0	0	50	16.7	33.3	3.83	.903

Table (5) presents the means and standard deviations of Importance of (E-HRM), where the means ranged between (2.75– 4.25) compared with the total instrument mean for the domain (3.68). The item “The use of E-HRM makes it possible to operate remotely via the Internet” ranked first with a mean and standard deviation (Mean=4.25, standard deviation = .834) compared with the total instrument mean and the standard deviation. The item “E-HRM achieves competitive advantage” ranked last reached a mean (2.75) and the standard deviation was (1.241) compared with the mean and standard deviation of the total instrument.

Table 6: descriptive analysis of E-HRM Opportunities

Opportunities of (E-HRM)	SD	D	N	A	SA	Mean	Std Deviation
Improving knowledge minimums and skills in organization and creating competitive advantage	8.3	8.3	16.7	58.3	8.3	3.43	.948
Diversity in the reports of human resources and increasing their number	8.3		33.3	58.3	0	3.42	1.047
Focusing on strategic human resource management planning instead of following daily routines	8.3		58.3	16.7	16.7	3.33	1.034
The distribution of duties of human resource unit among practitioners in an organization and increasing participation	8.3	8.3	25	58.3	0	3.60	.867
The ease of redesigning human resource processes due to the integration in human resource management software components	8.3		33.3	50	8.3	3.50	.963

Table (6) presents the means and standard deviations of Opportunities of (E-HRM, where the means ranged between (3.33– 3.60) compared with the total instrument mean for the domain (3.46). The item “The distribution of duties of human resource unit among practitioners in an organization and increasing participation” ranked first with a mean and standard deviation (Mean=3.60, standard deviation = .867) compared with the total instrument mean and the standard deviation. The item “Focusing on strategic human resource management planning instead of following daily routines” ranked last reached a mean (3.33) and the standard deviation was (1.034) compared with the mean and standard deviation of the total instrument.

Table7: E HRM facilities usage in travel agencies

the E-HRM facilities in travel agencies	“yes, used already”	“No, never used before”.
E-Recruitment	33.3	66.7
E-selection	16.7	83.3
E-learning	41.7	58.3
E-Training	50	50
E- Communication	66.3	33.3
E- Performance management	41.3	58.3
E-Compensation	75	25
E-Virtual	15.7	84.3

Table (7) shows that 75% of the sample used E-Compensation system helps to get information about the employee's salary and saving, 66.3% of the sample used E-Communication, 50% of the sample used E-Training to improve functional and

professional performance of the staff. 41.7% of the sample used E-learning, 41.3 % of the sample used E- Performance management considered a routine process, 33.3% of the sample used E-Recruitment leads to facilitate selection process, 16.7% of the sample used E-selection for choosing the candidates for the job among those with relevant staff announced job with the Department of Human Resources contributes to saving time and effort, and 15.7% of the sample used E-Virtual.

Table 8 descriptive analysis of E-HRM Challenges

Challenges of (E-HRM)	SD	D	N	A	SA	Mean	Std Deviation
High centralism of human resources management.	8.3	25	41.7	25	0	2.83	.902
Ambiguity of the future vision of the electronic management application.	0	41.7	25	33.3	0	2.92	.867
Routine procedures delay the transition to electronic management.	8.3	0	16.7	58.3	16.7	3.75	1.016
Lack of awareness of the importance of implementing electronic management.	8.3	8.3	16.7	50	16.7	3.58	1.122
Weakness of Organization senior management support for the project of electronic management.	8.3	8.3	33.3	41.7	8.3	3.33	1.034
Lack of training courses for human resources personnel on electronic management	16.7	0	33.3	41.7	8.3	3.25	1.171
Poor infrastructure required to implement electronic human resource management	0	16.7	50	33.3	0	3.17	.961
Resistance of some human resources staff to change.	8.3	0	50	41.7	0	3.25	.834
Low confidence of human resources staff in their ability to use electronic human resource management applications.	0	8.3	50	41.7	0	3.33	.672
HR staff's fear of losing their jobs.	8.3	16.7	25	33.3	16.7	3.33	1.186
Lack of financial resources to implement electronic human resource management	0	16.7	66.7	16.7	0	3.00	.580
Lack of financial resources for training programs for human resources in electronic management	0	8.3	25	25	41.7	4.00	1.006

Table (8) presents the means and standard deviations of Challenges of (E-HRM), where the means ranged between (2.83– 4.00) compared with the total instrument mean for the domain (3.31). The item “Lack of financial resources for training programs for human resources in electronic management” ranked first with a mean and standard deviation (Mean=4.00, standard deviation = 1.006) compared with the total instrument mean and the standard deviation. The item “High centralism of human resources management” ranked last reached a mean (2.83) and the standard deviation was (.902) compared with the mean and standard deviation of the total instrument.

Descriptive analysis of Human Resource staff in Hotels

Table9: the demographic profile of the sample elements

Variable		Frequency	Percentage (%)
Gender			
	Female	60	75
	Male	20	25
age group			
	21-30 years old	28	35
	31-40 years old	24	30
	41-50 years old	12	15
	50-60 years old	10	12.5
	60 and above	6	7.5
Education level			
	Bachelor Degree	54	67.5
	Diploma	18	22.5
	Master Degree	8	10
	PHD degree	0	0
Years in current position			
	Less than 5 years	26	32.5
	5-10 years	18	22.5
	11-15 years	14	17.5
	More than 15 years	22	27.5
Years of experience with the current Travel agencies:			
	Less than 5 years	28	35
	5-10 years	20	25
	11-15 years	8	10
	More than 15 years	24	30

Table (9) shows the demographic variables of the study through 5 sections about the Gender, Age, Educational Level, Years in the current position, and years of experience in the current Hotels. First section (Gender) reflects that the majority of respondents (75%) were Males, whilst only (25%) were Females in the sampled Hotels. Second section (Age) concerned about reflecting the age categories of respondents; while the "21-30" category

represented the highest percentage of staff (35%), The second level of the respondents which reached (30%) from the sample size. Third section (Educational Level) concerned about reflecting the educational background of the sample, and it reflects that the majority (67.5%) of respondents had bachelor degree, whilst (22.5%) of respondents had Diploma degree. Forth section concerned about the years spent in current position and the majority (32.5%) of the sample spent round less than 5 years in the current position, whilst (22.5%) spent round 5-10 years, and (17.5%) spent round 11-15 years, only (27.5%) spent more than 15 years in the researched Hotels. Last but not least, fifth section concerned about the years of experience in the current Hotels and reflected that the majority (35%) of the sampled Hotels spent less than 5 years, when (25%) of respondents spent round 5 to10 years, while percentage (30%) represented employees spent round More than 15 years, and percentage (10%) represented the employees who spent round 11-15 years in the sampled Hotels.

Table 10: descriptive analysis of E HRM application items

E-HRM Application	SD	D	N	A	SA	Mean	Std Deviation
E-HRM application are similar across all business units/departments /divisions.	0	32.5	12.5	32.5	22.5	3.45	1.168
E-HRM application supports the routine day to day tasks of HRM.	0	10	7.5	57.5	25	3.98	.856
E-HRM application supports the decision making of HRM.	0	10	17.5	42.5	30	3.93	.938
E-HRM application supports the forecasting of HRM.	0	7.5	5	70	17.5	3.98	.729
E-HRM application aims at increasing the performance of HR forecasting for employee needs, Such as training, needed skills, and career development.	0	2.5	2.5	60	35	4.28	.636
E-HRM application aims at reducing the inconsistent practices across different HR functions.	0	2.5	7.5	62.5	27.5	4.15	.658
E-HRM application aims at enabling HR practices to serve self-servicing for employees, HR staff and/or managers.	0	10	7.5	45	37.5	4.10	.922
E-HRM application aims at reducing the organizational costs of HR practices.	10	7.5	2.5	55	25	3.78	1.201
E-HRM enables electronic candidate identification, filtering, and interviewing for the purposes of employment.	5	2.5	27.5	40	25	3.78	1.018
E-HRM enables Evaluating the performance of employees electronically by managers and administrators.	7.5	0	12.5	52.5	27.5	3.93	1.041
E-HRM helps the identification of training needs in the company.	0	0	17.5	47.5	35	4.18	.708

Table (10) presents the means and standard deviations of E-HRM application, where the means ranged between (3.45– 4.28) compared with the total instrument mean for the domain (3.96). The item “E-HRM application aims at increasing the performance of HR forecasting for employee needs, Such as training, needed skills, and career development.” ranked first with a mean and standard deviation (Mean=4.28, standard deviation = .636) compared with the total instrument mean and the standard deviation. The item " E-HRM application are similar across all business units/departments /divisions" ranked last reached a mean (3.45) and the standard deviation was (1.168) compared with the mean and standard deviation of the total instrument.

Table 11: descriptive analysis of E-HRM Importance

Importance of (E-HRM)	SD	D	N	A	SA	Mean	Std Deviation
The concept of E-HRM is clear to you	12.5	10	15	40	22.5	3.50	1.293
E-HRM achieves competitive advantage	2.5	22.5	45	17.5	12.5	3.15	.995
E-HRM reduces administrative financial expenditure	10	15	27.5	12.5	35	3.48	1.368
E-HRM achieves greater flexibility in work	0	17.5	5	47.5	30	3.90	1.026
The use of E-HRM leads to rapid access to efficient human resources	0	2.5	15	27.5	55	4.35	.828
E-HRM avoids human errors in human resources management	0	5	10	45	40	4.20	.818
The use of E-HRM makes it possible to operate remotely via the Internet	0	2.5	15	40	42.5	4.22	.795
The use of E-HRM leads to rapid access to staff information	12.5	0	5	47.5	35	3.93	1.240
The use E-HRM leads to the accuracy of staff information	12.5	12.5	2.5	37.5	35	3.70	1.391
E-HRM helps in the decision-making process	0	12.5	22.5	32.5	32.5	3.85	1.020
The availability of E-HRM contributes to increased employee efficiency	0	0	27.5	42.5	30	4.03	.763

Table (11) presents the means and standard deviations of Importance of (E-HRM), where the means ranged between (3.15– 4.35) compared with the total instrument mean for the domain (3.85). The item “The use of E-HRM leads to rapid access to efficient human resources” ranked first with a mean and standard deviation (Mean=4.35, standard deviation = .828) compared with the total instrument mean and the standard deviation. The item “E-HRM achieves competitive advantage” ranked last reached a mean (3.15) and the standard deviation was (.995) compared with the mean and standard deviation of the total instrument.

Table 12: descriptive analysis of E-HRM Opportunities

Opportunities of (E-HRM)	SD	D	N	A	SA	Mean	Std Deviation
Improving knowledge minimums and skills in organization and creating competitive advantage	0	0	27.5	42.5	30	3.40	1.001
Diversity in the reports of human resources and increasing their number	10	2.5	30	52.5	5	3.55	.899
Focusing on strategic human resource management planning instead of following daily routines	0	22.5	5	67.5	5	4.08	.759
The distribution of duties of human resource unit among practitioners in an organization and increasing participation	0	2.5	17.5	50	30	3.60	.739
The ease of redesigning human resource processes due to the integration in human resource management software components	0	0	55	30	15	3.78	.993

Table (12) presents the means and standard deviations of Opportunities of (E-HRM, where the means ranged between (3.40– 4.08) compared with the total instrument mean for the domain (3.68). The item “Focusing on strategic human resource management planning instead of following daily routines” ranked first with a mean and standard deviation (Mean=4.08, standard deviation = .759) compared with the total instrument mean and the standard deviation. The item “Improving knowledge minimums and skills in organization and creating competitive advantage” ranked last reached a mean (3.40) and the standard deviation was (1.001) compared with the mean and standard deviation of the total instrument.

Table13: E HRM facilities usage in Hotels

the E-HRM facilities in Hotels	used	Not used
E-Recruitment	10	90
E-selection	2.5	97.5
E-learning	47.5	52.5
E-Training	32.5	67.5
E- Communication	40	60
E- Performance management	2.5	97.5
E-Compensation	7.5	92.5
E-Virtual	7.5	92.5

Table (13) shows that 47.5% of the sample used E-learning, 40 % of the sample used E-Communication, 32.5% of the sample used E-Training, and 10 % of the sample used E-Recruitment.

Table 14: descriptive analysis of E-HRM Challenges

Challenges of (E-HRM)	SD	D	N	A	SA	Mean	Std Deviation
High centralism of human resources management.	12.5	17.5	42.5	15	12.5	2.97	1.158
Ambiguity of the future vision of the electronic management application.	2.5	15	15	50	17.5	3.65	1.020
Routine procedures delay the transition to electronic management.	12.5	5	32.5	30	20	3.40	1.228
Lack of awareness of the importance of implementing electronic management.	2.5	5	37.5	17.5	37.5	3.83	1.076
Weakness of Organization senior management support for the project of electronic management.	12.5	7.5	25	27.5	27.5	3.50	1.312
Lack of training courses for human resources personnel on electronic management	0	5	17.5	57.5	20	3.93	.759
Poor infrastructure required to implement electronic human resource management	2.5	15	40	27.5	15	3.38	.998
Resistance of some human resources staff to change.	2.5	5	32.5	40	20	3.70	.933
Low confidence of human resources staff in their ability to use electronic human resource management applications.	37.5	30	5	15	12.5	2.35	1.432
HR staff's fear of losing their jobs.	27.5	17.5	17.5	17.5	20	2.85	1.50
Lack of financial resources to implement electronic human resource management	22.5	20	12.5	30	15	2.95	1.42
Lack of financial resources for training programs for human resources in electronic management	2.5	7.5	15	35	40	4.03	1.043

Table (14) presents the means and standard deviations of Challenges of (E-HRM), where the means ranged between (2.35– 4.03) compared with the total instrument mean for the domain (3.38). The item “Lack of financial resources for training programs for human resources in electronic management” ranked first with a mean and standard deviation (Mean=4.03, standard deviation = 1.043) compared with the total instrument mean and the standard deviation. The item “Low confidence of human resources staff in their ability to use electronic human resource management applications” ranked last reached a mean (2.35) and the standard deviation was (1.432) compared with the mean and standard deviation of the total instrument.

Summary and Conclusion

After conducting various statistical analysis of the study tool, and using a carefully selected set of analysis to obtain accurate results that are consistent with the importance of the study and its problem, the following results were obtained Table 16 shows results of the field study.

Table 15: results of the field study

variables	Travel Agencies	Hotels
E-HRM Application	The item “E-HRM helps the identification of training needs in the company” ranked first with a mean and standard deviation (Mean=3.92, standard deviation = .867) compared with the total instrument mean and the standard deviation. The item " E-HRM application are similar across all business units/departments /divisions" ranked last reached a mean (2.58) and the standard deviation was (1.122) compared with the mean and standard deviation of the total instrument.	The item “E-HRM application aims at increasing the performance of HR forecasting for employee needs, Such as training, needed skills, and career development.” ranked first with a mean and standard deviation (Mean=4.28, standard deviation = .636) compared with the total instrument mean and the standard deviation. The item " E-HRM application are similar across all business units/departments /divisions" ranked last reached a mean (3.45) and the standard deviation was (1.168) compared with the mean and standard deviation of the total instrument.
Importance of (E-HRM)	The item “The use of E-HRM makes it possible to operate remotely via the Internet” ranked first with a mean and standard deviation (Mean=4.25, standard deviation = .834) compared with the total instrument mean and the standard deviation. The item “E-HRM achieves competitive advantage” ranked last reached a mean (2.75) and the standard deviation was (1.241) compared with the mean and standard deviation of the total instrument.	The item “The use of E-HRM leads to rapid access to efficient human resources” ranked first with a mean and standard deviation (Mean=4.35, standard deviation = .828) compared with the total instrument mean and the standard deviation. The item “E-HRM achieves competitive advantage” ranked last reached a mean (3.15) and the standard deviation was (.995) compared with the mean and standard deviation of the total instrument.
Opportunities of (E-HRM)	The item “The distribution of duties of human resource unit among practitioners in an organization and increasing participation” ranked first with a mean and standard deviation (Mean=3.60, standard deviation = .867) compared with the total instrument mean and the standard deviation. The item “Focusing on strategic human resource management planning instead of following daily routines” ranked last reached a mean (3.33) and the standard deviation was (1.034) compared with the mean and standard deviation of the total instrument.	The item “Focusing on strategic human resource management planning instead of following daily routines” ranked first with a mean and standard deviation (Mean=4.08, standard deviation = .759) Compared with the total instrument mean and the standard deviation. The item “Improving knowledge minimums and skills in organization and creating competitive advantage” ranked last reached a mean (3.40) and the standard deviation was (1.001) compared with the mean and standard deviation of the total instrument.

Table 15: results of the field study Continued

variables	Travel Agencies	Hotels
E-HRM facilities	The study sample in Travel Agencies used Electronic Human Resources Management functions such as 75% of the sample used E-Compensation, 66.3% of the sample used E-Communication, 50% of the sample used E-Training, and 41.7% of the sample used E-learning.	The study sample in Hotels used Electronic Human Resources Management functions such as 47.5% of the sample used E-learning, 40% of the sample used E-Communication, 32.5% of the sample used E-Training, and 10% of the sample used E-Recruitment.
Challenges of (E-HRM)	The item "Lack of financial resources for training programs for human resources in electronic management" ranked first with a mean and standard deviation (Mean=4.00, standard deviation = 1.006) compared with the total instrument mean and the standard deviation. The item "High centralism of human resources management" ranked last reached a mean (2.83) and the standard deviation was (.902) compared with the mean and standard deviation of the total instrument.	The item "Lack of financial resources for training programs for human resources in electronic management" ranked first with a mean and standard deviation (Mean=4.03, standard deviation = 1.043) compared with the total instrument mean and the standard deviation. The item "Low confidence of human resources staff in their ability to use electronic human resource management applications" ranked last reached a mean (2.35) and the standard deviation was (1.432) compared with the mean and standard deviation of the total instrument.

Recommendations

According to the results and the drawn conclusions of research, the researchers here suggest some recommendations which would like to be taken industriously into consideration so as to enhance the perceived benefits of using E-HRM application system across the entire travel agencies and Hotels levels. The researchers present through the following points the most important recommendations according to the results and conclusions of this study:

1. Travel agencies and Hotels should invest in E-HRM system, because of its importance to increase organizational performance.
2. Travel agencies and Hotels should adapt the rapid change in business environment by using E-HRM application system to enhance their performance and to achieve the competitive advantage.
3. Travel agencies and Hotels should use E-HRM application to improve organizational performance through providing all needs and wants of customer services to reach customer satisfaction.

4. Travel agencies and Hotels can utilize the E-HRM system to understand the electronic interactions between managers and employees, preventing miscommunications and misinterpretations of information.
5. More efforts should be undertaken by Travel agencies and Hotels to encourage employees to participate in training programs related to the use of E-HRM applications.
6. E-HRM systems should be strategically aligned with HR needs, in Travel agencies and Hotels with a diverse workforce and a bureaucratic culture.

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تقييم الإدارة الإلكترونية للموارد البشرية لشركات السياحة والفنادق بمحافظة المنيا

الملخص:

يهدف هذا البحث إلى تقييم إدارة الإلكترونية للموارد البشرية في شركات السياحة والفنادق بمحافظة المنيا. تم الاعتماد على استخدام المنهج الوصفي التحليلي باستخدام أداة الاستبانة، وتوزيعها على عينة الدراسة بهدف تجميع البيانات المتعلقة بأراء العينة؛ حيث يتمثل مجتمع الدراسة في مختلف الموظفين إدارة الموارد البشرية في شركات السياحة والفنادق وبلغ عددهم 100 موظف بشركات السياحة و100 موظف بالفنادق، وتم استرجاع 84 استمارة، أي نسبة الإجابة بلغت 84% في شركات السياحة، وإيضاً تم استرجاع 80 استمارة، أي نسبة الإجابة بلغت 80% في الفنادق.

تكونت الاستبانة من ستة اجزاء: يغطي الجزء الأول الأسئلة المتعلقة بالمعلومات الشخصية للمجيبين (الجنس، والمستوى التعليمي، والخبرة الوظيفية)، أما الجزء الثاني يغطي الأسئلة المتعلقة بتطبيقات واستخدامات الإدارة الإلكترونية للموارد البشرية، والجزء الثالث يغطي الأسئلة المتعلقة بمدى وضوح أهمية الإدارة الإلكترونية للموارد البشرية، والجزء الرابع يغطي الأسئلة المتعلقة بالفرص المترتبة من استخدام الإدارة الإلكترونية للموارد البشرية، والجزء الخامس يغطي الأسئلة المتعلقة بأنواع التسهيلات المتاحة لشركات السياحة والفنادق بمحافظة المنيا، والجزء السادس يغطي الأسئلة المتعلقة بتحديات ومعوقات الإدارة الإلكترونية للموارد البشرية.

نتائج الدراسة تؤكد على التأثير الإيجابي لإدارة الموارد البشرية الإلكترونية على الأداء المنظمي؛ وبالتالي يوصي الباحثان الشركات السياحية والفنادق في استخدام إدارة الإلكترونية للموارد البشرية في حلول إدارة الإلكترونية للموارد البشرية لما له من تأثير ارتفاع وزيادة الأداء المنظمي وكفاءته. ويتم ذلك في تمكين إدارة الإلكترونية للموارد البشرية الشركات على التكيف بسرعة مع التغيرات الخارجية، وتلبية الاحتياجات المتغيرة للعملاء في وقت قصير.

كلمات الدالة: الإدارة الإلكترونية للموارد البشرية، شركات السياحة، الفنادق، محافظة المنيا.