

## Effectiveness of EHRM on the Organizations' Performance Applied to Egyptian Tourism Authority

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### Abstract

This Paper aims to investigate the effectiveness of Electronic human resources management on the employees' performance at Egyptian tourism Authority in Cairo through measuring electronic infrastructure availability suitable for human resources and also measuring the level of Human resource systems Quality. To achieve that we have depended on the analytical descriptive approach which include data collection through questionnaires have been distributed on a sample of employees at Egyptian tourism Authority in Cairo. It have been analyzed by SPSS program. The results have showed that the electronic infrastructure are moderate, as well as the quality of human resources systems are low.

the study recommends importance of developing the infrastructure of devices and networks which necessary for the implementation of electronic management of human resources in the tourism sector and work on creating an electronic archive that documents all the files of the Department of Human Resources which called electronic archiving, and the need to increase the use of electronic models to manage the employees to benefit from its benefits.

**Keywords:** E-Management – Human Resources – Quality – Tourism Sector.

### Introduction

Human resources department is considered as the most significant part in all business organizations as it concerns greatly with intellectual skills, required abilities and work-related experiences of employees in the Organization.(Parry, 2011), (Mary, 2012). A large number of technologies have been applied to facilitate the management of human resources. Electronic human resources management plays a vital role in human resources management, as it considered as one of the key factors that every organization needs to focus. Everything will be performed via electronic solutions and as a result, it can help an organization to move forward quickly. (Swaroop, 2012), (Gupta, 2013). In tourism sector, electronic human resource management implementation in Tourism and Hospitality is very important as it helps a certain organization to achieve its goals in a precise and speedy manner. (Kitimaporn, Kitsiri (2015). According to (Schramm, 2006) and (Alshibly, 2014) e-HRM define as: Integrated human resources functions with communication technology and information systems and depending on Computer and internet in practice these functions. In response to variables in internal and external environment for organization. But researcher defined it simply using all recent administrative technology and communication network to achieve the administrative operations as planning, organizing, Guidance and Censorship in order to enable human resources management to reach its goals by low time and efforts. Beside and according to the current studies combined with the academic literature some factors have a great effect on attitude towards using EHRM as: Clarity of its goals, user satisfaction with it, perceived usefulness, perceived ease of use, intention to use it, use support, social influence and facilitating condition (Li ma, 2015).

### Problem of Study

Electronic human resources management requires high human quality and also requires changing at administration techniques and develop electronic infrastructure to help organization to improve its services and its employees quality, so we try to answer this

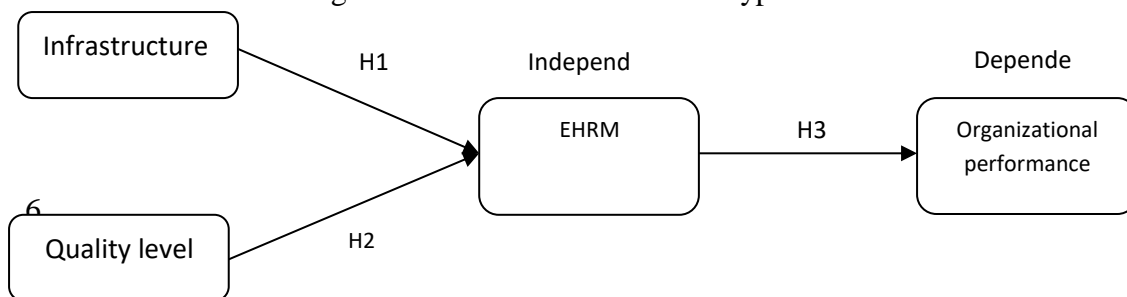
main question: what is the impact of electronic human resources management on organizational level for employees at Egyptian tourist Authority through measuring level of e-infrastructure and e-HRM quality.

### Research framework and Hypotheses development

The conceptual framework encompasses four constructs, e-infrastructure, quality level, e-HRM and performance, three causal relationships represent three main hypotheses were initiated for investigation.

1. There is a shortage in EHRM infrastructure which impact performance at Egyptian tourist Authority.
2. There is low quality level of EHRM systems which impact performance at Egyptian tourist Authority
3. Electronic human resources management is positively affecting on performance of employees at Egyptian tourist Authority.

Fig. 1: Research framework and hypotheses



### Objectives of Study

This paper aims to investigate the effectiveness of EHRM at Organizational performance at Egyptian tourist Authority, beside, it aims to identify the Availability of EHRM infrastructure at Egyptian tourist Authority, and finally, to identify EHRM quality level at Egyptian tourist Authority.

### Importance of Study

The rare of studies in EHRM generally and especially in Tourism Sector. This study will help administrators to develop the administrative work and publish the concept of EHRM and its impact on developing organization in general and employees' performance especially.

### Importance and Benefits of EHRM

By reviewing the relevant literature, this paper extracted some importance and benefits of EHRM in tourism sector from various studies which are as follow: E-HRM is a web based tool to automate and support HR process. The implementation of EHRM is an opportunity to delegate the data entry to the employees. According to (Gupta & Saxen, 2011) EHRM facilitates the usages of HR marketplace and offers more self-services to the employees. EHRM is advance business solution which provide a computer online support in the management of all processes, activities, data and information required to manage human resources in a modern company. It is an efficient, reliable, and easy to use tool, accessible to a broad group of different users. Moreover, EHRM is a way of implementation HR strategies, policies and practices in organizations through a conscious and directed support of and/or with the full use of web –technology-based channels. (Ibrahim & Yousef, 2013). Also EHRM has the potential to influence both efficiency and effectiveness, can also affected by improving the competence of both managers and employees to make better,

quicker decisions. (Ali, 2015 & Gupta, 2011 & Abou Nasr, 2007)) added that EHRM can save costs while maintaining the quality of data, beside access to archived records and documents employees and time managers self-manage employee, connectivity with the clients existing information system (payroll, accounting, attendance, registration documents systems, gradual implementation), in addition, EHRM provide integral support for HRM and all other basic and support processes within the company and considerable reduction of administrative burden, a more forceful workflow in the business process productivity and employee satisfaction and finally it consider a higher internal profile for HR leading to better work culture in tourism sector.

### **Dimensions of EHRM**

(Alshibly, 2014 & Murad, 2015) consider Electronic human resources management (EHRM) is one of the newest topics in human resources management science that has been created aiming on optimizing procedures in order to run faster the human resources functions, reducing costs and freeing scientists from administrative constraints to implement the strategic role. (Fahimeh, 2014) identified generally four necessary requirements to be considered in EHRM first, the units of human resources are asked to focus on the strategic questions, second these units need to be flexible in policy making and practical actions, third the units of human resources should work effectively and be aware of the costs, four the units of human resources should be at the service of managers and employees. But (Ali, 2015 & Amer, 2016) indicate four dimensions of EHRM as: Paperless management where it is relied on e-Archive, e-mail, e-evidence, e- notebooks, voice messages, automated tracking systems, e- management where electronic communication, mobile phones, new international mobile phone, e-conferences and others new communication media, open time management where working 24 hours contentiously regardless day and night, management without rigid organizations where work is done through network organization and smart institutions which depend on knowledge industry.

### **Methodology of Study**

This paper depend on correlative descriptive approach because the nature of the study and data which needed to collect. This approach is suitable for this study because it study the relationship between variables, and describe the relationship between variables quantitated description by using a quantitative standards. So the study sample consists of 198 employees at Egyptian tourist Authority whom selected randomly and sample represent 43% of populations according to HR department at Egyptian tourist Authority. 180 form were valid to analyzing. it is a suitable percentage, and to collect data from this sample a questionnaire has been designed and validated to measure the constructs of study, and consists of three parts. First personal data, second related to availability of e- infrastructure at Egyptian tourist Authority include (11 items) using 5 point Likert Scale as (5) = strongly agree (4) = agree (3) = moderate (2) = disagree and (1) = strongly disagree. Third, Quality level of electronic human resources management systems including (15 items) using also 5 point Likert scale. The researcher have faced some difficulties to collect data because of admiration's instructions. The form was revised by a panel of academics and HR managers versus the aims of the study for validity purpose. Some few comments regarding the language were raised and considered in the final forms. Fifteen forms of employees were piloted. Corrected item-total correlations and reliability tests were conducted and construct validity is evident. While having Cronbach's alpha values greater than 0.70 leads to acceptable reliable scale. Structural equation modeling, a valuable and flexible approach in hypothesis -testing and modelling the causal relationships among multiple predictor and criterion variables, is used for quantitative analysis purposes.

### Finding and discussion of the Study

Results indicated that 65% of respondents are male, while 35% are female, 44% of respondents are more 40 years, 22 % are between 30-40 years and 34% less than 30 years. Beside 23% of sample was managers and the rest are employees.

In addition and concerning to the availability of e infrastructure at Egyptian tourist Authority , T test , means , standards deviation and frequencies were used to measure the first hypotheses: There is a shortage in EHRM infrastructure which impact performance at Egyptian tourist Authority. The following table shows the results.

Table 1: Descriptive statistics

Items	Mean	Std	Freq.	T	Sig.
1. There are computers available in Authority to manage human resources electronically.	4.2	0.8321	77.8	5.524	0.03
2. There is a suitable internal network to manage human resource in Authority.	3.1	0.8475	71.3	5.247	0.07
3. The level of protection with available hardware help on EHRM implementation.	2.3	0.7237	55.2	0-1.51	0.41
4. There is a human staff able to applying electronic human resources management.	2.9	0.7523	52.6	0-.123	0.64
5. There are available connections lines with internet in Authority able to apply EHRM.	3.4	0.8942	65.4	0.893	0.23
6. There is an electronic network connection between all departments and administrations in Authority and human resources management.	2.8	0.7586	53.5	0.654	0.35
7. The Authority has an independent electronic website	4.8	0.6574	86.1	8.564	0.00
8. The Authority has special accounts on social media (Facebook-twitter-YouTube –etc.)	4.6	0.8547	85.4	7.368	0.01
9. The Authority administration support developing EHRM.	3.2	0.8964	50.7	1.002	0.22
10. There are input devices as Scanner -etc. within human resources.	3.8	1.1264	87.5	4.258	0.00
11. There are output devices as printer, etc. within human resources.	3.9	1.1754	74.8	4.257	0.04
Total	3.4	3.056	69.1	2.033	0.03

This table indicates that value of significance level from sample was statistically significance at ( $\alpha \leq 0.05$ ) for items 1-7-8-10-11 where it reached (0.00), and items (7, 10) have got high degree (first ranking) that the percentage of respondents for these items reached (86.1% & 87.5%). this confirm presence of independent website for Authority and there are input devices as Scanner -etc. within human resources which consider Basic rule to implement EHRM in organizations and institutions, but item 8 has got second ranking that the percentage of respondents for this item reached 85.4%. this confirm Authority interest to create special accounts on social networking(Facebook, Twitter, etc.). the results also confirmed the Availability of computers devices to manage human resources electronically. Also items 11 confirmed electronic output devices in HR which is important for EHRM, while item 2-3-4-5-6-9 were not significant which related to suitable internal network to manage human resource in Authority, the level of protection with available hardware help on EHRM implementation, human staff able to applying electronic human resources management, available connections lines with internet in Authority able to apply EHRM, an electronic network connection between all departments and administrations in Authority and human resources management, the Authority administration support

developing EHRM. This mean that employees not sure with availability of these items, may be that these items related to technical aspects which intangible for employees who not specialized in information technology.

In general, it has indicated that the availability of infrastructure in Egyptian tourist Authority was moderate with mean (3.4) and std (3.056) and significance (0.03) and high percentage reached 69.1%.

Moreover, and concerning to the quality level of EHRM systems at Egyptian tourist Authority , T test , means , standards deviation and frequencies were used to measure the second hypotheses: There is low quality level of EHRM systems which impact performance at Egyptian tourist Authority .The following table shows the results.

Table 2: the quality level of EHRM systems

Items	Mean	Std	Freq.	T	Sig.
1. Employment applications are submitted electronically in Egyptian tourist Authority.	2.8	1.414	52.1	- 1.241	0.52
2. Attendance and departure are recorded electronically in Egyptian tourist Authority.	4.5	1.335	94.6	3.471	0.00
3. Staff performance is evaluated by using electronic templates by direct administration in Authority.	1.8	1.022	38.5	- 4.754	0.03
4. Available jobs are advertised through Authority website.	3.2	1.621	69.2	2.250	0.04
5. E-mails are used for communication between employees in Authority.	2.1	1.269	50.8	- 2.830	0.03
6. Electronic interviews can be used in recruitment process in Authority.	1.3	1.166	28.2	-.547	0.32
7. There is a special network for employees in Authority through it staff services are managed (filling vacation models and departures, etc.).	2.5	1.845	55.2	2.400	0.45
8. Soft wares used in human resources management are updated periodically in Authority.	3.4	1.433	35.4	1.315	0.15
9. Documents and reports are issued electronically in Authority.	2.6	1.278	52.6	2.541	0.01
10. Internal electronic correspondence are officially approved in Authority departments.	4.0	1.156	65.7	- 2.333	0.02
11. Tourist record is managed electronically in Authority	1.5	1.356	40.6	- 2.475	0.08
12. Information completion and models are filled electronically in Authority.	2.4	1.546	33.9	- 3.458	0.00
13. Issuing orders process are made electronically in Authority.	2.8	1.231	45.2	- 3.867	0.04
14. Records and data related to employees are kept electronically by e-archives and ability to return it anytime in Authority.	2.5	0.342	41.2	- 1.036	0.35
15. Employees' salaries in Authority are paid electronically through Bank card or Visa	4.7	0.200	96.7	2.584	0.00
Total	2.4	0.657	59.9	- 2.045	0.01

This table indicates that value of significance level from sample was statistically significance at ( $\alpha \leq 0.05$ ) for items 2-3-4-5-9-10-11-12-13-15 where it reached (0.00), and items (2, 15) have got high degree (first ranking) that the percentage of respondents for these items reached (94.6% & 96.7%). this confirm that Attendance and departure are recorded electronically in Egyptian tourist Authority and Employees' salaries in Authority are paid electronically through Bank card or Visa,

but item 4 has got second ranking that the percentage of respondents for this item reached 69.2%. This confirm that Available jobs are advertised through Authority website. The results also confirmed E-mails are used for communication between employees in Authority., while item 1-6-7-8-14 were not significant which related to Employment applications are submitted electronically in Egyptian tourist Authority, Electronic interviews can be used in recruitment process in Authority, There is a special network for employees in Authority through it staff services are managed (filling vacation models and departures, etc.), Soft wares used in human resources management are updated periodically in Authority, Records and data related to employees are kept electronically by e-archives and ability to return it anytime in Authority. This mean that employees not sure with availability of these items, or it is actually not found.

In general, it has indicated that quality level of EHRM in Egyptian tourist Authority was low with mean (2.4) and std (0.657) and significance (0.01) and high percentage reached 59.9%.

### Hypotheses Testing

Multiple linear regression model was used to test the research hypotheses. Table 3 indicates that the correlation among the electronic human resources management construct and e infrastructure and quality level of EHRM systems required to improve the performance is 0.486. Both constructs are significantly affecting the EHRM and interpreting 35.7% of variance in EHRM ( $R^2=0.246$ ).

Table. 3: Correlation and R-square for the regression model

R	R Square
.486	.246

Table 4 shows to the F-test that means that the e infrastructure and quality level constructs have a significant effect on EHRM where F value is 13.346 and  $P < 0.01$  and null-hypothesis is rejected.

Table 4. F-test for regression

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	25.249	3	13.454	13.346	.001b
Residual	232.143	124	.832		
Total	154.392	114			

Looking at Table 5, Beta values of both e infrastructure and quality level are significant. It is found that the constant= -3.864,  $p < 0.05$ ,  $\beta$  for e infrastructure = 0.430,  $p < 0.05$ , and  $\beta$  for quality level =1.034 and  $p < 0.01$ .

Table 5. Regression coefficient for e infrastructure and quality level of EHRM

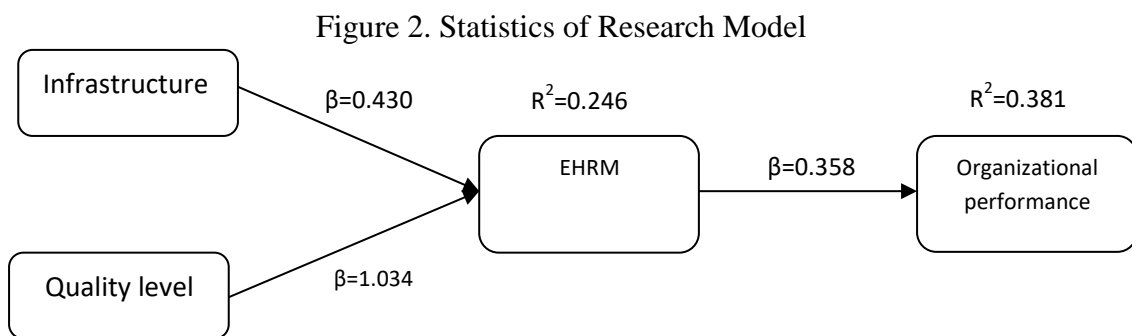
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-3.864	1.243		-2.392	.016
E infrastructure	.430	.239	.188	2.215	.024
Quality level	1.034	.269	.246	3.824	.001

To test the causal relationship between the electronic human resources management and organizational performance of employees, liner regression model was used. It is found that electronic human resources management interpreting 42.6% of variance in organizational performance ( $R^2=0.381$  effectiveness of performance. From Table 6, it is found that  $\beta$  for electronic human resources management =0.358 of performance effectiveness.

Table 6. Regression model for organizational performance

	Unstandardized Coefficients	Standardized Coefficients		t	Sig.
	B	Std. Error	Beta		
Constant	4.458	.120		23.3	.002
EHRM	.358	.028	.451	4.16	.000

Figure 2 summarizes the findings of regression model. From the results illustrated on the model, the three hypotheses were supported.



### Conclusion

This study investigates the e infrastructure of human resources and quality level of electronic human resources management which the main aspect of electronic human resources management which affect the organizational performance of the employees. The overall findings in this study showed that there is a shortage in electronic infrastructure of human resources at Egyptian tourist Authority, beside the quality level of electronic human resources management was low and both constructs affect on EHRM systems which affect on organizational performance of employees. Overall, it was evident that Egyptian tourist Authority have to improve electronic infrastructure to implement EHRM effectively and also need to raise the quality level of electronic human resources management systems to make the organizational performance of employees effectively and perfect. Additionally, it is important for organizations and institutions to be aware of employees' current needs and interest related to their work environment for better knowledge acquisition and effective achievement by doing training courses at Authority on how to use EHRM systems, making internal network and making interviews electronically and do more study in EHRM to include other sectors. Finally, this paper proves a positive corrected of three hypotheses: H1 There is a shortage in EHRM infrastructure which impact performance at Egyptian tourist Authority. H2 There is low quality level of EHRM systems which impact performance at Egyptian tourist Authority H3 Electronic human resources management is positively affecting on performance of employees at Egyptian tourist Authority.

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